UNIÓN INTERNACIONAL PARA LA CONSERVACIÓN DE LA NATURALEZA

97ª Reunión del Consejo de la UICN
Gland, 21 y 22 de octubre de 2019

Actas resumidas

[Aprobadas por los miembros del Consejo, de conformidad con el artículo 52 del Reglamento]

Presentes: véase Anexo A, a continuación.

Notas:

a. *A menos que se indique lo contrario, todas las decisiones del Consejo fueron adoptadas por consenso.*
b. *Para evitar repeticiones innecesarias, las presentes actas resumidas no incluyen las presentaciones si su contenido se refleja en documentos o presentaciones de PowerPoint referenciados en adelante como documentos del Consejo y publicados en el sitio web de la UICN.*
c. *La numeración de las decisiones y de los anexos sigue la de la hoja de decisiones de la 97ª reunión del Consejo, publicada en un documento separado antes de la aprobación de las presentes actas resumidas, de conformidad con la Política de Transparencia del Consejo. Por lo tanto, es posible que las decisiones no aparezcan por orden numérico en las presentes actas resumidas.*

Lunes 21 de octubre de 2019 de 9:00 a 12:30 - PRIMERA SESIÓN PLENARIA

Punto 1 del orden del día. Palabras de apertura del Presidente y aprobación del orden del día

[documento del Consejo C/97/1 Proyecto de orden del día de la 97ª reunión del Consejo v3.0 de fecha 15 de octubre de 2019]

Al dar la bienvenida a los Consejeros, la Directora General Interina (DGI), los Vicepresidentes de las Comisiones y al personal de la Secretaría, el Presidente tomó nota de las excusas recibidas de los siguientes miembros del Consejo:

- Jesca Eriyo Osuna (voto delegado a Mamadou Diallo)
- Ali Kaka (voto delegado a Amin Malik Aslam Khan)
- Youngbae Suh (voto delegado a Masahiko Horie)
- Carlos César Durigan (voto delegado a Jenny Gruenberger)

El Presidente empezó sus observaciones destacando la importancia de esta reunión del Consejo. En primer lugar, esta reunión llega en un momento oportuno para que la UICN apoye los esfuerzos para promover los ODS y el acuerdo sobre cambio climático, que actualmente están causando preocupación por su falta de progreso. En la reciente Cumbre de Acción sobre el Cambio Climático de la ONU, a la que asistieron varios miembros del personal de la UICN, presenció un mayor énfasis en la Acción y la Implementación. Se enorgulleció de mencionar que las Soluciones basadas en la Naturaleza (SbN) habían sido una de las nueve pistas temáticas de la cumbre y que la DGI de la UICN había sido invitada a pronunciar un discurso, lo que confirma el hecho de que las SbN son ahora un concepto conocido y ampliamente utilizado.

En segundo lugar, esta reunión del Consejo llega en un momento oportuno, ya que sigue a las reuniones del Comité de Organización del Congreso (COC) con varios niveles del gobierno francés, entre ellos el Ministro de Medio Ambiente, los asesores diplomáticos del presidente Macron (quienes también confirmaron que el presidente Macron asistirá al Congreso de la UICN), las autoridades de varios gobiernos locales, incluido el alcalde de Marsella, y el Comité Nacional Francés de la UICN. Es evidente que el país anfitrión, los gobiernos central y locales, y la sociedad civil están muy comprometidos en hacer que este Congreso sea visible e impactante para el cambio climático. Los tres eventos más importantes de 2020 son el Congreso Mundial de la Naturaleza de la UICN, la Cumbre de las Naciones Unidas para la Naturaleza y la CDP15 del CDB. Como el primero de estos eventos, la UICN debe utilizar este Congreso para marcar la pauta y hacer una contribución real a la conservación de la naturaleza.

Por último, el calendario de esta reunión del Consejo también es bueno desde una perspectiva interna. Brinda la oportunidad de demostrar el excelente trabajo realizado por el COC, las Comisiones y la Secretaría, y da testimonio de la solidaridad y el buen clima laboral necesarios para hacer de este Congreso un hito histórico. El Presidente agradeció a todos los involucrados por sus esfuerzos.

El Presidente continuó resumiendo las discusiones que tuvieron lugar en las reuniones de la Junta Directiva, los días 11 y 18 de octubre de 2019. Se centraron en los dos temas estratégicos del orden del día: cómo garantizar la sostenibilidad financiera a largo plazo de la Unión y cómo movilizar a la Unión para hacer del próximo Congreso un hito para la conservación, que genere una transformación mundial. Se identificaron tres indicadores de éxito para el Congreso: la medida en que el Congreso será un líder mundial que ejercerá un impacto significativo en la agenda de conservación; la medida en que el Congreso puede influir en el CDB; y el grado en que los Miembros se apropiarán del Congreso. Concluyó sus comentarios de apertura mostrando varias diapositivas con aspectos destacados de sus viajes recientes.

A continuación, el Presidente invitó al Secretario del Consejo, Luc De Wever, a resumir los comentarios recibidos de los Miembros sobre el proyecto de orden del día y el Proyecto del Plan de Trabajo y de Presupuesto 2020, que se distribuyeron

a todos los Miembros de la UICN de conformidad con la Política de Transparencia del Consejo. Se habían recibido siete cartas, algunas de ellas firmadas conjuntamente por varios Miembros, sobre el orden del día. Los comentarios e inquietudes se centraban en cuatro temas: 1) el estado de implementación de dos resoluciones de congresos anteriores: delitos ambientales durante conflictos armados y conservación en áreas de conflicto violento en Asia Occidental; 2) un artículo de opinión publicado en 2017 por la CMDA sobre una solicitud de membresía de la UICN; 3) la biología sintética; y 4) una de las propuestas para modificar los Estatutos introduciendo un mayor requisito de mayoría para la adopción de mociones, que se había distribuido a los Miembros para consulta. Los primeros tres temas se señalaron a la atención del Comité de Programa y Políticas (CPP) y el cuarto se debatió en el Comité de Constituyentes y Gobernanza (CCG).

Por invitación del Presidente, el Consejo aprobó el orden del día.

DECISIÓN DEL CONSEJO C/97/1
El Consejo de la UICN,
Adopta el orden del día de su 97a reunión (versión 3.0 de fecha 15 de octubre de 2019). (**Anexo 1**)

Punto 2 del orden del día. Asuntos planteados por la Junta Directiva

El Presidente invitó a Luc De Wever, Secretario del Consejo, a informar al Consejo sobre las decisiones de la Junta Directiva. Las discusiones giraron en torno a tres temas que se encuentran en el orden del día del Consejo y serán discutidos bajo los puntos 4.1, 4.3 y 4.4 del orden del día. La Junta Directiva no tomó ninguna decisión formal que requiriera la aprobación del Consejo.

Punto 3 del orden del día. Informe de la Directora General Interina *[C/97/3 PPT Informe de la Directora General Interina al Consejo]*

Grethel Aguilar, Directora General Interina, presentó su informe con diapositivas *[para las diapositivas, véase C/97/3 PPT Informe de la Directora General Interina al Consejo]*. Comenzó mostrando un vídeo que había sido preparado para promocionar el Congreso, expresando su satisfacción por el hecho de que este había recibido un millón de visitas en tres semanas. Al observar la pasión que caracteriza el trabajo de las Comisiones, los Miembros y la Secretaría, se le recordó que la UICN es una Unión única y muy poderosa.

Su informe destacó la energía y la pasión de los Miembros, que sintió durante los Foros regionales de conservación. Estaba igualmente impresionada por el trabajo que habían realizado los Consejeros y Directores Regionales para que estos foros fueran un éxito. Los planes para el Congreso se desarrollan en los plazos previstos y los Miembros están entusiasmados, pero también tienen expectativas muy altas. La DGI se sintió alentada por los comentarios de los Miembros sobre el proyecto de Programa de la UICN 2021-2024, y añadió que muchos sintieron que no expresaba la energía y la urgencia que necesitaba. El Programa debe aspirar a ser transformador.

La DGI se complació en informar que varios Estados Miembros se habían reincorporado recientemente a la UICN, y que se estaban llevando conversaciones con otros Estados. Un crecimiento constante y estratégico de la membresía estatal es posible y debería ser un imperativo para la Unión. Un logro digno de mención fue la reducción del déficit presupuestario de 1,2 millones de CHF a 600.000 CHF, y la DGI agradeció a los Directores Regionales por sus esfuerzos. Se observa una menor dependencia de los proyectos en desarrollo y, por lo tanto, menos riesgos para la organización. En esta línea, se ha trabajado mucho en la matriz de riesgos estratégicos. La salud financiera sigue siendo una prioridad absoluta y, con este fin, la responsabilidad y la transparencia se están integrando en las operaciones.

Los miembros del Consejo expresaron su agradecimiento por el informe de la DGI y mencionaron los siguientes puntos:

- Un Consejero preguntó si las medidas de gestión de riesgos que está adoptando la UICN se realizarán con la suficiente rapidez y eficacia para evitar un incidente como el que le sucedió a WWF.
- Un miembro del Consejo felicitó a la Secretaría por incluir formalmente los derechos humanos en los riesgos potenciales. Esto puede considerarse un cambio de paradigma y debe llevarse aún más lejos a la etapa de diseño de los proyectos.
- Un Consejero expresó su entusiasmo con el tweet realizado por Leonardo di Caprio, sugiriendo además que en el futuro la UICN debería ser más audaz en cuanto a comunicaciones, es decir, utilizar celebridades para transmitir sus mensajes de conservación.
- Varios Consejeros preguntaron sobre la capacidad de la UICN para generar fondos suficientes de proyectos FMAM/FVC para cubrir los gastos administrativos. Solicitaron una aclaración sobre si el margen era suficiente o no para permitir que unos fondos se canalicen a la Unión para apoyar otros proyectos, y si el modelo actual era sostenible o no. Además, un Consejero preguntó si había habido alguna discusión sobre la posibilidad de que la UICN se convierta en una agencia de ejecución del FMAM.
- Numerosos Consejeros aplaudieron el trabajo de la DGI en las cuestiones presupuestarias, pero recordaron al Consejo que la UICN también debe centrarse en inversiones para el futuro. El Presidente añadió que la Junta Directiva también está de acuerdo en que una inversión estratégica, en contraposición a la operativa, es necesaria.
- Si bien el aumento de la membresía estatal es en sí mismo deseable, se planteó que lo que hace que la Unión sea fuerte y única es que su membresía proviene de todos los sectores. Por lo tanto, todas las categorías de Miembros deben crecer, y en particular las OPI Miembros. Además, la UICN debe ser consciente de los desafíos relacionados con la retención de los Estados Miembros y demostrar sensibilidad al trabajar con ellos. Se deben hacer esfuerzos

continuos en esta área. El Presidente confirmó que la Junta Directiva también sentía que era necesario presentar una propuesta de valor a los Miembros.

- Un miembro del Consejo expresó su agradecimiento por el hecho de que las SbN habían sido promovidas en la Cumbre de las Naciones Unidas sobre la Acción para el Cambio Climático, pero consideró que la UICN también debería centrarse en los océanos y tomar la iniciativa en materia de restauración de ecosistemas.
- Varios Consejeros se sintieron alentados al ver la forma en que todas las partes de la Unión habían trabajado juntas para aportar contribuciones, y también destacaron que la interacción con los Miembros había sido positiva.

En respuesta a las preguntas y los puntos planteados por los miembros del Consejo, la DGI hizo las siguientes aclaraciones:

- En el contexto de la gestión de riesgos, los derechos humanos deberían estar en el centro de la UICN y se estaba trabajando para desarrollar una estrategia y medidas preventivas. Además de la gestión de crisis, que sigue siendo necesaria, el SGAS se está utilizando actualmente para aplicar medidas de gestión de riesgos en las primeras etapas de los proyectos. Se necesitan tarjetas de puntuación con respecto a los derechos humanos en los proyectos. Ninguna organización está totalmente libre de riesgos y la UICN está aprendiendo de otras instituciones.
- La DGI coincide con la opinión de que la UICN debería correr más a menudo el riesgo de utilizar celebridades para transmitir sus mensajes de conservación.
- Con respecto a los proyectos FMAM/FVC, es demasiado pronto para ver verdaderamente si se cubren o no los gastos generales. La UICN acaba de recibir los fondos para su primer proyecto en Guatemala y, por lo tanto, se encuentra al comienzo de la curva de aprendizaje. La Unión debe tener mucho cuidado de recuperar los costes, siendo consciente de que los gastos generales suelen ser muy limitados (7-9%). Recomendó que la UICN continúe fortaleciendo su trabajo con gobiernos y fundaciones, desarrollando una cartera equilibrada de asociados, en lugar de contentarse con ser una agencia del FMAM. Además, aclaró que la UICN es tanto una agencia de implementación como de ejecución, dependiendo del proyecto.
- La DGI expresó su total acuerdo con la necesidad de inversión. Con referencia específica a la inversión en los Padrinos de la Naturaleza, explicó que muchos Padrinos prefieren considerarse parte de un pequeño grupo selecto y, por lo tanto, ampliar el número de Padrinos de la Naturaleza debería hacerse con cautela. Sugirió que podría haber más potencial si la UICN les diera un papel específico en la Unión, elevando así su nivel de apropiación y compromiso.
- Si bien es necesario continuar los esfuerzos para incorporar OPI, ya que actualmente sólo hay 19, expresó su opinión de que los Estados Miembros también son importantes y que se necesita una mejor narrativa para trabajar con ellos.
- Los océanos han sido objeto de un número significativo de documentos técnicos y la restauración de ecosistemas siempre ha sido y seguirá siendo parte de la UICN y de la Comisión de Gestión de Ecosistemas (CGE).

Punto 4 del orden del día. Discusión estratégica

4.1 Plan estratégico para asegurar la sostenibilidad financiera a largo plazo de la UICN

El Presidente informó al Consejo que había habido un amplio acuerdo entre los miembros de la Junta Directiva para utilizar la ventana de oportunidades que ofrece el año 2020 para realizar algunos cambios audaces y garantizar que el Congreso sea un hito para la biodiversidad, de la siguiente manera:

1. Mejoraremos la situación financiera y aumentaremos la eficacia y eficiencia de la organización mediante la realización de una serie de cambios concretos que se puedan implementar con un mínimo de recursos y esfuerzos. El Comité de Finanzas y Auditoría estudiará la viabilidad de estos cambios. Se evitarán grandes cambios estructurales para mantener la continuidad y la estabilidad.
2 Promoveremos la propuesta del Consejo al Congreso 2020 que, si se aprueba, abrirá la puerta para que las autoridades subnacionales y locales se unan a la UICN e intensifiquen su compromiso con la conservación de la biodiversidad, bajo la dirección del próximo Consejo. El Presidente, en cooperación con el Vicepresidente John Robinson y la Directora General Interina, Grethel Aguilar, identificará el organismo adecuado o establecerá un pequeño grupo de enfoque para coordinar los esfuerzos con otros órganos relevantes y partes constituyentes de la Unión.
3 Solicitamos a la Directora General Interina que prepare la base de recursos y desarrolle la capacidad para un crecimiento más significativo de la Unión a mediano y largo plazo mediante la promoción de la marca UICN y la búsqueda de asociados en el sector privado y las fundaciones, así como asegurando el apoyo de individuos con elevado patrimonio. Aprovecharemos las reservas, según sea necesario, para apoyar iniciativas no operativas específicas que consideremos como inversiones para el crecimiento.
4 El Vicepresidente John Robinson, como Presidente del Grupo de Trabajo sobre el Sector Privado, involucrará al Grupo de Trabajo en el estudio de opciones para asociar actores con fines de lucro de manera apropiada y obtener el apoyo del Congreso de la UICN.

A continuación, el Presidente del CFA, Ayman Rabi, dio al Consejo una descripción general *[para las diapositivas, véase C97/4.1 PPT Sostenibilidad financiera]* de las ideas discutidas en el grupo de trabajo del CFA que se ocupa del tema de la sostenibilidad financiera a largo plazo de la UICN. En primer lugar, el Presidente del CFA reconoció y agradeció al gobierno suizo por acoger la primera reunión del grupo de trabajo. Informó al Consejo que dos donantes marco también estuvieron representados en la reunión para ayudar a la UICN a comprender las expectativas de los donantes y cómo reflejarlas en los planes estratégicos. Los donantes esperan que la UICN: 1) sea más clara en su dirección estratégica; 2) aclare su papel en

la agenda mundial 2020; y 3) se asegure de que sea una organización indispensable, digna de inversión por parte de los donantes.

El Presidente del CFA concluyó su presentación indicando que el grupo de trabajo desearía recibir ayuda del Consejo en varios aspectos, porque sin respuestas, no se podría pasar de la etapa de planificación a la de implementación. La primera pregunta fue cómo posicionar una estrategia financiera en una estrategia global cuando esta última no existe. Es decir, no se pueden recaudar fondos si no sabemos para qué los necesitamos. La segunda pregunta era si la estrategia financiera debía estar vinculada al marco post-2020 y su misión, o vinculada a la visión y misión de la UICN, o a múltiples misiones. Además, señaló que es importante que todos los grupos de trabajo, por ejemplo, membresía o sector privado, trabajen juntos para desarrollar esta nueva estrategia integrada. Otra pregunta fue si la UICN está preparada para reconocer sus deficiencias operativas y realizar cambios para reducir costos y liberar recursos para invertir en crecimiento, es decir, si la UICN está preparada para utilizar las reservas para invertir en crecimiento. La pregunta final se relacionaba con la creación de una política de incentivos que pudiera motivar a los programas y oficinas a generar excedentes, una parte de los cuales podría ser retenida por ellos y el resto utilizado para acumular reservas. El grupo de trabajo planeaba completar un primer borrador para el 15 de diciembre de 2019 y luego celebrar otra reunión en febrero de 2020 para redactar las directrices finales.

El Tesorero, Nihal Welikala, siguió con algunos comentarios generales. Primero aclaró su visión de lo que se entiende por sostenibilidad financiera: sincronizar nuestra estrategia de misión con los recursos necesarios para llevarla a cabo. Más específicamente, los excedentes son necesarios para construir nuestras reservas y poder amortiguar las pérdidas futuras. Actualmente, las reservas se sitúan a 7 millones de CHF por debajo del objetivo recomendado por el CFA. En segundo lugar, es imperativo que la organización cuente con fondos para crecer y desarrollarse. Para el Congreso de 2016, se desarrolló un documento estratégico para una UICN estable y relevante. Vinculado tanto al Programa 2017-2020 como al plan financiero, proporcionó orientación a la Unión. Un ejercicio similar debería repetirse ahora.

El Tesorero identificó seis desafíos para lograr la sostenibilidad financiera:

1. El equilibrio ya no es un objetivo deseable: si no hay superávit, la Unión no podrá avanzar.
2. Las fuentes de ingresos no restringidas están disminuyendo y esto presenta tanto oportunidades como riesgos. Hay oportunidades para aumentar el número de donantes marco, pero existen ciertos riesgos asociados con un aumento de los ingresos que resulte de la nueva estructura de cuotas de membresía. Se ha presupuestado que los ingresos no restringidos seguirán al mimo nivel y esto es realista.
3. La diversificación de ingresos es importante. Si bien la UICN necesita preservar los recursos de la ODA, la Unión también debe buscar nuevas fuentes, por ejemplo, gobiernos subnacionales o sector privado. Este último ofrece una gran oportunidad dada la creciente conciencia de la urgencia de responder al cambio climático. Sin embargo, antes de acercarse a Miembros potenciales, es obligatorio tener una propuesta de valor para garantizar la pertinencia.
4. A pesar de un mayor número de proyectos, todavía no están generando ingresos suficientes para evitar preocupaciones presupuestarias. Los riesgos vinculados a proyectos incluyen el costo de ciclos largos hasta la finalización y los costos de desarrollo, y con el cambio de minorista a mayorista, existe una necesidad urgente de localizar fondos para el desarrollo de proyectos. Un riesgo adicional es que el modelo de proyecto está cambiando. Los avances a asociados son ahora un elemento importante en el balance general y, si bien existe una oportunidad de expansión, también es necesario analizar los riesgos y desafíos asociados.
5. Los riesgos ajenos a los proyecto son numerosos, como lo ejemplificó en 2018 un pequeño superávit en un proyecto que se convirtió en un gran déficit, debido a factores secundarios (tipos de cambio, un CHF fuerte, caída del mercado de valores en diciembre). La UICN debe abordar los nuevos riesgos que se avecinan: la piratería informática es un problema y requiere inversión, surgen nuevos riesgos en el cumplimiento y los derechos humanos también son un riesgo.
6. Existe un riesgo vinculado a la estructura de costos, con un gasto de 68 millones de CHF en costos operativos. ¿Se está gastando adecuadamente en relación con las nuevas fuentes de ingresos? ¿Vale la pena el gasto por la costosa infraestructura de la Unión, tanto en la sede como en sus oficinas regionales y descentralizadas? En 2016, en un ejercicio de racionalización de costos, se hicieron propuestas para reducir gastos, pero no se ha avanzado mucho.

El Tesorero concluyó afirmando que la UICN necesita pasar ahora de los conceptos a los detalles y adoptar un enfoque estratégico en lugar de táctico para reducir los costos. ¿Cuáles son los planes de inversión a corto y largo plazo, y esto resultará en ingresos en el plazo deseado? ¿Hay responsabilidad por el dinero que adelantamos a los proyectos y traerán los resultados que deseamos?

La DGI estuvo de acuerdo con los comentarios del Tesorero, particularmente con respecto a la necesidad de la UICN de diversificar su generación de ingresos. Esto implicará trabajar con el sector privado, teniendo en cuenta las reglas de colaboración, y con las fundaciones. Una recaudación de fondos exitosa implica construir una relación de confianza entre la UICN y los donantes, pero para lograrla, es necesario fortalecer la capacidad de recaudación de fondos dentro de la Unión. Recordó al Consejo que la recaudación de fondos es responsabilidad de todas las partes de la organización (programas, Comisiones, oficinas regionales) y que los Consejeros también tienen un papel que jugar. Necesitamos ser más innovadores a la hora de recaudar fondos para el apoyo básico.

No hay duda de que la Unión necesita invertir, aunque para invertir fondos es necesario que estos estén disponibles. Debería emprenderse un ejercicio de reestructuración de costos para poder recuperar de los proyectos la pérdida de fondos básicos. Los donantes deben comprender que los proyectos deben cubrir los costos directos. La DGI continuó diciendo que le gustaría ver inversiones en dos áreas: fortalecer la función de supervisión para reducir el riesgo y ser más

transparentes, aumentando así la confianza de los donantes; y pensar en cómo invertir, por ejemplo, ¿cuál es el objetivo de invertir en proyectos FMAM/FVC y cuál es la estrategia detrás de esto?

Los incentivos son necesarios en toda la organización, no sólo para partes específicas de la Unión. El objetivo principal es fortalecer nuestras reservas, pero al mismo tiempo debe haber un incentivo de que si los programas u oficinas trabajan duro y generan un superávit, también tienen derecho a algún tipo de recompensa. Concluyó sus comentarios diciendo que se necesita un trabajo continuo en la gestión de riesgos, para garantizar nuestra buena reputación ante la opinión pública. Por último, indicó que confiaba en que este grupo de trabajo y el equipo de liderazgo se esforzaban por lograr las mismas cosas, que sus puntos de vista estaban bien alineados y que la organización estaba preparada para avanzar con una estrategia.

Los miembros del Consejo hicieron las siguientes aportaciones:

- Si bien es alentador observar que ocho Estados Miembros se han reincorporado a la UICN, unos cuantos otros podrían ingresar en la lista de rescisión debido a la falta de pago de sus cuotas. Se necesita una estrategia, que incluya una narrativa pertinente, para ponerse en contacto de forma proactiva con los Jefes de Estado y darles motivos para seguir siendo Miembros. El papel de la UICN en el apoyo a los ODS y el Acuerdo de París son dos temas importantes que podrían utilizarse en las discusiones.
- Este es un momento oportuno para acercarse al sector privado, ya que cada vez más empresas piensan en términos de apoyar los ODS y el Acuerdo de París. Con respecto a la generación de ingresos del sector privado, se señaló que la UICN no ve tradicionalmente al sector privado como una fuente de ingresos, dado que la mayor parte de la colaboración está relacionada con la participación empresarial y la mejora de las prácticas en actividades específicas de la empresa en particular. Si bien el sector privado no debe verse como una fuente importante de ingresos, puede haber oportunidades en el sentido de que las empresas se ven cada vez más responsables no sólo ante sus accionistas sino también ante la sociedad en su conjunto.
- Existe una necesidad urgente de que la UICN adopte un enfoque estratégico amplio. El mayor desafío para este Consejo, y la UICN en general, es definir lo que la UICN quiere ser en el futuro. Esto debe hacerse antes de que podamos construir la sostenibilidad operativa y financiera necesaria para cumplir nuestra misión. Un tema asociado es definir lo que la Unión no va a hacer, es decir, dejar a nuestros Miembros las actividades en las que son mejor posicionados que los componentes de la UICN.
- Para alimentar la discusión sobre la adopción de un enfoque estratégico, es necesario identificar qué puede hacer la UICN mejor que otras organizaciones. Un Consejero sugirió que hay tres cosas que hacen que la Unión sea única: su papel de convocatoria que une a la comunidad de la conservación a través del enfoque de Un Sólo Programa; la generación de productos, estándares y herramientas de conocimiento mundiales confiables; y la recopilación y difusión de datos científicos para políticas internacionales, un ámbito en el que hemos tenido una enorme influencia.
- Aunque nos anime saber que la marca UICN y la marca de los productos estrella de la UICN ocupan un lugar destacado en el ámbito de la conservación, nuestra capacidad de comunicación no es tan fuerte como debería.
- Con respecto a la importante huella generada por la infraestructura de las muchas oficinas de la UICN, se preguntó si alguna vez se había realizado o no un análisis de costos por oficina.
- Se planteó una pregunta sobre la seguridad del sistema financiero de la UICN, dado el mayor riesgo de piratería.
- Existe un gran potencial para aumentar la financiación si la UICN pudiera obtener una mayor visibilidad en las regiones donde la organización es menos conocida. Se mencionaron específicamente Europa del Este y Rusia, y se sugirió que los esfuerzos deberían canalizarse hacia esta región.
- Un Consejero se sintió alentado por el hecho de que la cartera de la UICN no incluye ninguna inversión directa en sectores contenciosos, como la industria petrolera, la minería o la industria tabacalera. Pronto la UICN podrá informar que este es el caso con el 100% de sus inversiones directas e indirectas.

Lunes 21 de octubre de 2019 de 13:30 a 18:30 - SEGUNDA SESIÓN PLENARIA

Punto 5 del orden del día. Sesión anual del Consejo sobre las actividades de las Comisiones (parte 2)

5.1 Presentación de los informes de la CSE, la CMDA y la CMAP, por parte de los Presidentes respectivos de las Comisiones

El Presidente de la Comisión Mundial de Derecho Ambiental (CMDA), Antonio Benjamin, *[véase también la presentación PowerPoint del Presidente disponible bajo la referencia C/97/5.1 PPT Informe de la CMDA]* comenzó ofreciendo una descripción general del equipo directivo y de los miembros de la Comisión, destacando en particular el aumento de miembros en África y Asia del Sur y del Este, lo que indica un cambio importante en la composición de la Comisión.

Recordó al Consejo que la CMDA trabaja principalmente en el área de gobernanza del Programa de la UICN y continuó identificando algunas de las principales iniciativas de la Comisión. Cabe destacar la Declaración de los jueces de Brasilia sobre la justicia del agua, a la que se ha hecho referencia en varios veredictos judiciales. Incluye un principio rector importante: *In Dubio Pro Aqua* - en caso de duda, decidir a favor del agua. Entre otros logros importantes se encuentran la creación del Instituto Judicial Mundial sobre el Medio Ambiente y el Pacto Mundial por el Medio Ambiente, que fue respaldado por la Asamblea General de la ONU el 30 de agosto de 2019.

La CMDA seguirá trabajando a nivel mundial, pero la Comisión ha decidido seleccionar cinco países específicos en los que centrarse. La selección se realizó en base a cinco criterios: 1) el país es un punto crítico de biodiversidad; 2) existe un nivel mínimo de solidez de la infraestructura; 3) el país necesita el apoyo de la CMDA; 4) se encuentra un alto nivel de especies endémicas en el país; y 5) el país necesita restauración. Se eligieron cuatro países: Madagascar, Papúa-Nueva Guinea, Nepal y Guinea Bissau, y el quinto se elegirá en una fecha posterior.

La Vicepresidenta de la CMDA, Denise Antolini, continuó informando al Consejo de los preparativos que se están llevando a cabo para el 2º Congreso Mundial de Derecho Ambiental en Río, en marzo de 2020. Este importante evento abordará el *Derecho Ambiental para 2030 y más allá*. El Instituto Judicial Mundial sobre el Medio Ambiente tendrá la oportunidad extraordinaria de asociarse con todos los jueces de la Corte Suprema de Estados Unidos cuando estos se reúnan en Honolulu, en febrero de 2020. Esto da fe de la creciente importancia del medio ambiente en el sistema legal estadounidense. Concluyó el informe presentando una lista de las sesiones que la CMDA propondrá para el Congreso Mundial de la Naturaleza 2020.

Tras la presentación, se solicitó una aclaración sobre el papel que deberían asumir otras Comisiones. El Presidente de la CMDA explicó que, escuchando a aquellos que saben, la CMDA, por ejemplo, heredó la Lista Roja y la Base de Datos Mundial sobre Áreas Protegidas de la UICN y requerirá una estrecha colaboración con la CSE y la CMAP para resolver algunos de los problemas legales que surjan. Un Consejero preguntó qué enfoque se utilizará para garantizar los derechos de los pueblos indígenas. El Presidente de la CMDA aseguró al Consejo que los derechos de los pueblos indígenas son un tema fundamental, presente en todo el trabajo de la Comisión, y que es imposible abordar el medio ambiente sin tener en cuenta a los pueblos indígenas y sus derechos.

En respuesta a una pregunta sobre qué más debe suceder en este ámbito, el Presidente de la CMDA destacó que la implementación más que la legislación es el punto crucial, y que la Comisión ha estado y seguirá concentrando sus esfuerzos en este ámbito. Cuando se le preguntó hasta qué punto el trabajo de la CMDA está influenciando la regulación de la UE, la respuesta fue que la falta de recursos ha impedido a la Comisión hacer mucho en esta área. Se planteó una preocupación final sobre el patrocinio del Congreso de Derecho tanto para los jóvenes como para los países menos desarrollados. El Presidente de la CMDA subrayó que el Congreso no puede ser inclusivo sin proporcionar financiamiento, y enfatizó además que los conocimientos de estos grupos es esencial.

Punto 4 del orden del día. **Discusión estratégica** (continuación)

4.2 Proyecto de Programa de la UICN 2021-2024

El Presidente del Comité de Programa y Políticas (CPP), Jon Olov Westerberg, informó al Consejo que el CPP había tenido un debate exhaustivo sobre el Proyecto de Programa de la UICN, así como sobre sus vínculos con la agenda post-2020. Si bien existe una necesidad de integración para optimizar las oportunidades, no debemos perder de vista el hecho de que el Programa de la UICN va mucho más allá de la discusión post-2020. Continuó diciendo que todavía queda mucho trabajo por hacer en el Programa y que el CPP está solicitando comentarios de los Consejeros. La intención es entonces presentar un nuevo borrador para discusión y aprobación en la reunión del Consejo de febrero de 2020, con el fin de presentarlo al Congreso 2020. Al CPP también le gustaría presentar el enfoque de las 5R (reconocer, retener, restaurar, reencontrarse, reconectarse), una herramienta de comunicación para enmarcar el trabajo programático de la UICN, y demostrar cómo este enfoque puede ser un llamado a la acción mundial dentro y más allá del contexto de 2020.

Por invitación del Presidente del CPP, Cyrie Sendashonga, Directora Mundial del Grupo de Políticas y Programa, hizo una presentación de diapositivas *[véase la presentación de diapositivas C/97/4.2 PPT del CPP sobre el Proyecto de Programa 2021-2024]* resumiendo los comentarios de los Miembros de la UICN sobre el proyecto de Programa de la UICN 2021-2024 recibidos en línea y durante los Foros Regionales de Conservación. Las principales fortalezas y deficiencias son muy parecidas a las que ya identificaron los Consejeros. Además, enfatizó que las deficiencias son las que se deben abordar.

Durante la discusión se hicieron los siguientes comentarios:

- El Consejero Masahiko Horie y varios otros Consejeros reiteraron la importancia de incluir un componente de juventud en el Programa de la UICN. Si bien se agradeció su inclusión en el primer borrador, es necesario ampliar esta sección. Se mencionó una solicitud a la DGI para aumentar la visibilidad de los jóvenes mediante la asignación de más presupuesto a este trabajo y la creación de una unidad dedicada. Debe haber esfuerzos sostenidos en nombre de la juventud. Se recordó al Consejo la resolución WCC-2012-Res-008, que pide un aumento de la participación de los jóvenes y las asociaciones intergeneracionales en toda la Unión y a través de ella, y se expresó la esperanza de que se haga más trabajo en esta área y que este Consejo pueda dejar como legado que la UICN está defendiendo a la juventud. El Presidente del CPP confirmó que se continuará el trabajo para integrar los aspectos de juventud en el Programa.
- El Presidente de la CEC, Sean Southey, informó al Consejo que la CEC ha trabajado mucho en esta área con la Secretaría. Habrá una Cumbre de la Juventud (más de 500 participantes) paralela al Congreso de la UICN 2020, con una plataforma en línea para jóvenes y un stand de exposición. Varios asociados importantes en materia de comunicaciones han mostrado interés en comunicar esto a una audiencia mundial, pero se necesitará tiempo y el compromiso de los Consejeros y los Miembros para que esto sea un éxito.
- El Consejero Masahiko Horie indicó que la Cumbre de la Juventud no debe tener lugar simultáneamente con la Asamblea de Miembros. Sería más beneficioso traer representantes de la juventud a las sesiones plenarias, dándoles

así la oportunidad de tener intercambios con los líderes de hoy, el aspecto intergeneracional mencionado en la resolución WCC-2012-Res-008.

- Existe un compromiso y una pasión generalizados por la juventud, pero este tema debe estar conectado con los ciclos financieros y de planificación de la UICN. La UICN ciertamente puede movilizar un gran movimiento para el Congreso, pero si no podemos asegurar un seguimiento posterior, será un fracaso.
- Un Consejero comentó que los conflictos actuales, en todo el mundo, están destruyendo especies y ecosistemas, y aunque no está claro qué papel podría jugar la UICN en estas zonas de conflicto, o cómo implementar mejor nuestras resoluciones sobre este tema, la Unión debería, no obstante, intentar al menos proporcionar alguna información para preservar lo que tenemos ahora para nuestros jóvenes.
- Se expresó el deseo de saber si el CPP había tenido más discusiones sobre el agua dulce como un tema separado de las tierras. El Presidente del CPP informó al Consejo que este tema aún no se había discutido, pero que lo sería.
- El taller de Programa de mediados de enero es muy oportuno, dado que el 15 de enero de 2020 se publicará el Marco Mundial de Biodiversidad. Esto brindará una buena oportunidad para evaluar cómo el Programa de la UICN puede alinearse con el Marco y determinar dónde puede desempeñar un papel la UICN.
- Se planteó una pregunta sobre si las 5R deberían incluirse en el Programa, y una opinión fue que esta sería una forma de proporcionar un sentido de estrategia sobre cómo avanzar y mostrar a las personas cómo pueden conectarse con diferentes temas. La opinión era que también haría que el documento del Programa fuera más inclusivo, dándole un mayor sentido de responsabilidad compartida. El Presidente del CPP reiteró que el Comité estaba solicitando comentarios sobre este tema, ya que algunos miembros del comité sentían que las 5R proporcionaban un marco general, mientras que otros pensaban que se desarrollarían a partir del Programa.

La DGI respondió a los comentarios reafirmando en primer lugar su apoyo a la juventud, destacando además el hecho de que debería incluirse en todos los aspectos del trabajo de la UICN. Informó al Consejo que, de hecho, se había realizado un análisis de la estructura de costos para las oficinas nacionales y regionales y, en respuesta a una preocupación acerca de la seguridad del sistema financiero de la UICN planteada en relación con el punto anterior del orden del día, que se disponía de información sobre las medidas que se estaban tomando para proteger a la UICN de los piratas informáticos. Cerró la discusión sobre el Programa agradeciendo a Jon Olov Westerberg y a la Secretaría por todo su trabajo en el Programa.

4.3 Del Congreso 2020 de la UICN a la CDP15 del CDB: optimizar las oportunidades para influir en el Marco post-2020 para la biodiversidad

El Presidente comenzó informando al Consejo de que el consenso general en la Junta Directiva era que el éxito y el impacto del Congreso de la UICN 2020 deberían medirse en función de tres criterios de éxito: 1) en qué medida la UICN, como líder en el ámbito de la conservación, puede influir en la agenda para la conservación de la naturaleza y los recursos naturales; 2) en qué medida el Congreso de la UICN puede atraer a ministros de medio ambiente y líderes de alto nivel, demostrando al país anfitrión el alcance de nuestra influencia desde Marsella hasta Kunming; y 3) si todos los Miembros, como parte de la Unión, sienten un fuerte sentido de apropiación del Congreso y de sus resultados.

En base a estos tres criterios, debemos desafiarnos a nosotros mismos para encontrar nuevas ideas, así como respuestas a las siguientes preguntas: 1) ¿Debería la biodiversidad ser el tema culminante del Congreso, similar al CDB, o debería concentrarse en la conservación de la naturaleza y los recursos naturales? ¿Podemos pensar en algo más que biodiversidad? 2) ¿Cómo movilizamos plenamente a toda la UICN? Los comités permanentes, grupos de trabajo, Comisiones y la Secretaría realizan un trabajo tremendo, pero ¿es necesario movilizar aún más a toda la Unión? 3) Para la Agenda 2030 de las Naciones Unidas, la palabra clave es integración, es decir, conservación de la naturaleza integrada con el desarrollo económico y el progreso social. Esta es nuestra oportunidad única para integrarlos y generar un impacto. Las 5R también son una innovación y debemos decidir cómo utilizar de manera óptima este enfoque. Se debe pensar en cómo aprovechar la oportunidad del Congreso para aumentar la membresía y para recaudar fondos.

El Presidente solicitó comentarios de los Presidentes de los Comités Permanentes del Consejo y de las Comisiones sobre cómo la UICN puede poner en juego sus fortalezas únicas y realmente vincularse e influir en la CDP15:

- Jon Olov Westerberg, Presidente del CPP: Es imperativo comunicarnos con nuestros constituyentes para que los Miembros sientan que el Congreso es para ellos y por ellos (integración de los Miembros); también se debe enfatizar la juventud.
- Presidenta del Grupo de Trabajo del CPP, Hilde Eggermont: El trabajo que se realiza en las Comisiones, los grupos de especialistas y los grupos de trabajo no debe subestimarse, aunque una cantidad significativa se lleva a cabo en canales informales en lugar de formales. Además, nuestro trabajo basado en la ciencia demuestra claramente que estamos a la vanguardia de la innovación, pero debemos ser más vocales al respecto. El Congreso será una excelente oportunidad para influir, y si se juntan todas las exposiciones, temas transversales, etc., la UICN será sin duda influyente.
- DGI, Grethel Aguilar: Aunque la UICN debería seguir generando excelentes conocimientos científicos y posiciones técnicas, especialmente con respecto al marco de biodiversidad post-2020, es necesario ganarse el corazón y la mente de las personas. Debe haber un objetivo y un mensaje sencillos que nuestra Unidad de Comunicaciones pueda utilizar para relacionarse a un nivel más humano. El CDB establecerá los objetivos para los próximos 10 años, pero la UICN tiene un mensaje más importante que transmitir, uno que lleva la conservación de ecosistemas y

especies al nivel de las personas y las comunidades: reducir la pobreza, garantizar una buena salud y proporcionar agua limpia.

- Directora Mundial, Grupo de Conservación de la Biodiversidad, Jane Smart: La UICN tiene una oportunidad única debido al calendario del Congreso justo antes de la CDP15 del CDB, y porque algunas de las metas de los ODS se renovarán de alguna manera en 2020. Un borrador del marco post-2020 estará listo para el Congreso, aunque aún no se conoce la forma que tomará. Los problemas son graves y urgentes, y es necesario convocar a todas las partes interesadas para que haya debates satisfactorios. Sólo la UICN tiene el poder de convocatoria para darles voz. En el Congreso habrá un pabellón conjunto con WWF, sesiones del Foro y exposiciones, todos dedicados a alzar la voz en torno al sólido marco post-2020 que necesitamos. Se ha debatido en el CPP sobre cómo recopilar las ideas que surjan del Congreso para llevarlas al CDB.
- Presidente del CFA, Ayman Rabi: Es fundamental vincular los objetivos del Marco de Biodiversidad post-2020 con los esfuerzos de planificación financiera de la UICN para tener un marco dentro del cual todas las partes interesadas de la Unión puedan trabajar. Reiteró el consenso general de que existe la necesidad de identificar el tipo de organización que le gustaría ser a la UICN para desarrollar una estrategia que vincule el Programa con el Congreso e incluya las finanzas.
- Presidenta del CCG, Jennifer Mohamed-Katerere: La importancia de considerar qué tipo de organización debería ser la UICN, una cuestión que se plantea en muchas partes de la Unión, es fundamental. Es necesario utilizar nuestra fuerza de convocatoria para pensar en cuestiones clave y cómo implementarlas. El proceso de facilitación inherente a la convocatoria permite a la Unión desarrollar nuevos enfoques. Además, debemos aprovechar la oportunidad para convocar a los jóvenes en la Cumbre de la Juventud y a los pueblos indígenas en el Foro de OPI para demostrar el espacio que creamos, que está ausente en las discusiones participativas post-2020 de la ONU.
- Kathy MacKinnon, Presidenta de la CMAP: Las Comisiones están trabajando en estrecha colaboración con la Secretaría en cuestiones post-2020, así como en actividades y eventos para el Congreso de la UICN, incluida la participación de jóvenes y pueblos indígenas en el diálogo.
- Presidente de la CSE, Jon Paul Rodríguez: Se confirmó que las Comisiones están participando activamente en los preparativos del Congreso. Más específicamente, un GT de la CSE se está concentrando en las discusiones post-2020 y se discutió mucho en Abu Dhabi *(Nota: durante la reunión de Líderes de Grupos de Especialistas de la CSE, en octubre de 2019)* en torno a la pesca.
- Presidenta de la CGE, Angela Andrade: Los ecosistemas son clave y el comité directivo de la CGE está trabajando para encontrar formas de integrar los ecosistemas a un nivel superior al que se reflejaba anteriormente en los objetivos de conservación. También es de vital importancia considerar el impacto del cambio climático en los ecosistemas, dado el lenguaje urgente utilizado en los informes del IPCC. Por último, la Comisión continúa su trabajo de larga data sobre la restauración de ecosistemas.
- Sean Southey, Presidente de la CEC: Considera que la alineación que ve en toda la Unión es inspiradora y espera que continúe en torno a la visión de impacto. La Unión se ha dado cuenta de que el Congreso de la UICN es tan importante, si no más, que la CDP del CDB, y que nuestra estrategia y trabajo pueden tener un impacto más transformador si lo hacemos bien.
- Presidenta de la CPAES, Kristen Walker Painemilla: La Comisión continúa su trabajo post-2020 y su alineación con el Congreso. Pero las aspiraciones van mucho más allá del Congreso y necesitaremos financiación para hacerlas realidad. Hizo un llamamiento a los Consejeros para que se apasionen por la Unión y se acerquen a contactos que puedan ayudar a recaudar fondos. Necesitamos asegurarnos de que los eventos en torno a la juventud y los pueblos indígenas sean exitosos.
- Vicepresidenta de la CMDA, Denise Antolini: Las conversaciones de la CMDA reflejan las conversaciones de toda la Unión en torno al marco post-2020 y los preparativos para el Congreso, y su vehículo más importante para que esto suceda será el Congreso de la CMDA en Río (marzo 2020). Con los cambios radicales que se están produciendo en la profesión jurídica a consecuencia de las crisis de cambio climático y de biodiversidad, la CMDA ha tenido un papel cada vez más importante en la creación de capacidad. La Vicepresidente considera que la UICN tiene un papel de convocatoria único que desempeñar, como una influencia estabilizadora en un mundo con una inestabilidad política cada vez mayor. Por último, con respecto a los jóvenes y los pueblos indígenas, el movimiento por los derechos de la naturaleza está ganando impulso. Ya que esto también involucra al movimiento de juventud, la CMDA está trabajando arduamente para poner a los jóvenes en el centro de atención, incluyéndolos no al final del proceso sino en el medio.
- Consejero de Suiza, Norbert Baerlocher: Hay tres niveles posibles de participación en el proceso del CDB: *Político:* la UICN debe ser vista como un actor activo y ciertamente podría contribuir a mejorar el impulso de un ambicioso Marco Mundial de Biodiversidad post-2020. El Congreso de la UICN no es una "Pre-CDP" para la CDP15 en Kunming y, por lo tanto, debemos evaluar qué aportación política podríamos preparar para Marsella. En este sentido, sería prudente entablar conversaciones con Francia, China y la Oficina del Secretario General de la ONU sobre el enfoque de cada una de estas reuniones. Si los Jefes de Estado asisten a la Cumbre de la Naturaleza de la ONU, no será posible organizar otra cumbre mundial en Marsella. ¿El país anfitrión del Congreso desea organizar una cumbre regional? ¿Quiere reunir a los ministros de medio ambiente para discutir el Programa de la UICN, la evaluación de la IPBES y la próxima CDP del CDB en Kunming? ¿Cree China que una Pre-CDP sería útil y podría tener lugar durante el Congreso de la UICN 2020? También sería prudente pensar en una forma de incluir a China en los preparativos de la UICN para la CDP15 del CDB. ¿Tiene la UICN un papel que desempeñar en algunas de las iniciativas que han comenzado, como la Coalición de Altas Ambiciones dentro de las negociaciones climáticas de la ONU?

Constituyentes: la UICN tiene una membresía muy amplia que deberíamos utilizar, creando un acuerdo sobre lo que esperan de la CDP15, basado en 3-5 temas vinculados con las competencias de la UICN. Idealmente, esto podría combinarse con la estrategia de comunicación "5R", aunque debería contener algunos objetivos mensurables.
Científico y técnico: la UICN tiene la competencia para desarrollar posiciones sólidas en las siguientes áreas:

- Superficie: ¿Cuánta superficie de áreas protegidas se necesita para detener la pérdida de biodiversidad? ¿Es suficiente la adhesión a la iniciativa "30 por 30"?
- Indicadores: ¿Cómo podemos medir las tendencias en la biodiversidad para evaluar si se están cumpliendo los compromisos de las partes contratantes de los convenios relacionados con biodiversidad?
- ODS: Centrarse en los vínculos y las sinergias entre naturaleza y desarrollo.
- Sinergias: coordinar los esfuerzos y las políticas de otros convenios relacionados con la biodiversidad para contribuir al Marco Mundial de Biodiversidad post-2020.
- Compromisos voluntarios de actores no estatales: Establecer un mecanismo para dar seguimiento a las promesas y compromisos voluntarios, ayudando a Egipto y China a ejecutar su iniciativa "Programa de acción Sharm el Sheik - Kunming para la naturaleza y las personas" de manera transparente.
- Monitoreo/rendición de cuentas: Aplicar indicadores para evaluar y discutir los resultados de la evaluación de las acciones tomadas por actores estatales y no estatales (compromisos voluntarios).

- Consejero de Pueblos Indígenas, Ramiro Batzin Chojoj: El Congreso de la UICN debe incluir temas estratégicos. Pero, a pesar de las discusiones sobre la agenda post-2020 y el cambio climático, no existe un foro para los pueblos indígenas a pesar de que el 80% de la biodiversidad esté en sus manos. Uno de los objetivos del Congreso debería ser reunir estos tres temas. La CDP15 discutirá los conocimientos tradicionales y la UICN debería aprovechar la oportunidad para enfatizar el papel crucial que desempeñan los pueblos indígenas y demostrar que contribuyen significativamente a la misión de la UICN.

El Presidente concluyó la discusión estratégica con una sugerencia de que la Presidenta del Grupo de Trabajo del CPP y la DGI investiguen cuál es la ventaja competitiva de la UICN. La UICN no es un jugador cualquiera, por lo que debemos asegurarnos de aprovechar al máximo las oportunidades únicas que ofrece cada uno de los tres eventos del próximo año. Aprovechando su poder de convocatoria, la UICN debería trabajar con Francia para reunir a líderes de alto nivel en el contexto más informal que ofrece el Congreso, permitiéndoles así "tantear el terreno".

4.4. Actualización de la Junta Directiva y del Comité de Búsqueda de un DG sobre la contratación de un nuevo Director General de la UICN

El Presidente informó al Consejo que durante su primera teleconferencia el Comité de Búsqueda aprobó sus términos de referencia y decidió algunos ajustes menores para garantizar que la búsqueda de un nuevo DG se llevara a cabo de la manera más profesional posible. A continuación, agradeció al Comité de Búsqueda por apoyar el desarrollo de una metodología y de principios de trabajo. Los miembros del Comité de Búsqueda de un DG habían aprobado un formulario de compromiso en el que se comprometían a dedicar su tiempo a esta tarea y a trabajar como parte de un equipo, a no divulgar información relacionada con su tarea a menos que la Junta Directiva lo autorizara o lo requiriera, a permanecer al tanto de cualquier posible conflicto de interés, o apariencia de conflicto de interés, y a recusarse según sea necesario, así como a actuar a título personal, de conformidad con el Artículo 62 de los Estatutos.

Se programó otra reunión del Comité para acelerar el proceso, con la asistencia del Director de Recursos Humanos Interino de la Secretaría, quien informará exclusivamente al Comité de Búsqueda con respecto al proceso de contratación. Se recibieron doce propuestas del mismo número de empresas. Los criterios de selección utilizados para la elección de la empresa fueron: profesionalismo e independencia; calidad; e implicaciones financieras. Se descalificó a tres empresas por no cumplir con los requisitos y se elaboró una lista corta de cuatro. El Comité entrevistó a la firma francesa Carhurre y decidió contratarlos para trabajar de inmediato en el anuncio de empleo que se publicaría en breve.

4.5 Respuesta de gestión a la Evaluación Externa de la gobernanza de la UICN

La Presidenta del Grupo de Trabajo del Consejo (GT), Jennifer Mohamed-Katerere, destacó algunos de los temas clave cubiertos en la respuesta de gestión *[véase su presentación de diapositivas C97/4.5 PPT Respuesta de gestión a la Evaluación Externa de la gobernanza de la UICN]*. La respuesta se basó en el marco de gobernanza utilizado por los evaluadores externos para evaluar la gobernanza de la UICN. Por un lado, hay cuatro pilares de excelencia en materia gobernanza: las personas, la arquitectura de la información, las estructuras y procesos, la dinámica de grupo o cultura institucional. Por otro lado, hay cuatro áreas de debilidad en materia gobernanza que crean riesgos para la organización: falta de evaluación del riesgo, puntos ciegos estratégicos, selección y relaciones entre los cargos ejecutivos, e integridad.

La Presidenta del GT explicó que el enfoque adoptado fue centrarse en los más altos estándares pertenecientes a cada área específica y sólo proponer una desviación de las recomendaciones de los evaluadores externos cuando las circunstancias particulares de la UICN así lo requirieran. Este proceso le había dado a la UICN la oportunidad de reflexionar sobre lo que la organización hace bien y en qué tiene dificultades. La respuesta tiene mucho que ver con reconocer lo que ya existe, construir sobre esto y, cuando sea necesario, pensar en cómo organizarse de manera diferente. El deseo era una visión audaz que pudiera abogar por cambios más allá de las recomendaciones propuestas por los evaluadores externos. Luego describió brevemente los problemas identificados en cada área, y posteriormente informó al Consejo que la discusión sobre este tema continuaría al día siguiente para que los miembros del Consejo se tomaran el tiempo de leer la respuesta de gestión que el GT había finalizado sólo unos días antes.

Martes 22 de octubre de 2018 de 9:00 a 12:30 - TERCERA SESIÓN PLENARIA

Punto 4 del orden del día. Discusión estratégica (continuación)

4.5 Respuesta de gestión a la Evaluación Externa de la Gobernanza de la UICN (continuación)

Se abrió la discusión y se plantearon los siguientes puntos:

- A los Consejeros les gustaría recibir información sobre el proceso para finalizar la evaluación externa. La versión final fue propuesta para aprobación por la Junta Directiva, pero la opinión que recibió un amplio apoyo durante la discusión fue que todo el Consejo debería asumir la responsabilidad de esto y, por lo tanto, debería emanar del Consejo y no de la Junta Directiva.
- También se solicitó una aclaración sobre cómo se comunicaría la evaluación, tanto internamente como al mundo externo. Las opiniones variaron sobre si este informe debería publicarse en su totalidad o, alternativamente, si la Unidad de Comunicaciones debería producir una versión más corta y fácil de usar. Algunos Consejeros deseaban una transparencia total, mientras que otros consideraban que el informe completo no interesaría al público externo.
- En relación con el término "descripción del puesto de trabajo" que aparece varias veces en el Informe de Evaluación Externa, varios Consejeros expresaron preocupación sobre el hecho de que la evaluación externa no había entendido completamente lo que implica el cargo de "Consejero". Este es un puesto voluntario y no un empleo *en sí*, y por lo tanto debe tener Términos de Referencia y no una "descripción del puesto de trabajo". Asimismo, con respecto a la segunda recomendación del párrafo 6.1.2.C, parecía haber incertidumbre sobre qué papel tienen los Presidentes de los Comités Permanentes entre las sesiones del Consejo.

La Presidenta del GT respondió asegurando a los Consejeros que la intención de enviar la evaluación externa a la Junta Directiva no pretendía excluir al Consejo, ya que es muy importante que todos la respalden. Además, se mantendrá una estrecha comunicación, ya que los miembros del GT han sido elegidos por el Consejo y que el GT es, en esencia, el vehículo a través del cual los Consejeros pueden proporcionar sus comentarios. A pesar del calendario muy apretado, el Grupo de Trabajo modificará el calendario para dar más tiempo a los Consejeros para proporcionar comentarios sustantivos antes de que la respuesta volviera a la Junta Directiva para su recomendación al Consejo. La respuesta de gestión final iría al Consejo para su adopción.

Con respecto al plan de comunicación a audiencias externas, el Secretario del Consejo, Luc De Wever, proporcionó algunas informaciones sobre el proceso de comunicación utilizado en 2016. De acuerdo con la política de evaluación de la UICN, la evaluación externa debe publicarse junto con la respuesta de gestión. En marzo de 2019, el Consejo solicitó que el CCG redactara una respuesta antes de fin de año, y la evaluación y la respuesta de gestión se publicarán conjuntamente en el sitio web público de la UICN, una vez que esta última esté finalizada.

La Presidenta del GT continuó reafirmando que el puesto de Consejero no es un empleo, sino un puesto voluntario que no necesita una descripción del puesto de trabajo. En cuanto al rol de los Presidentes de Comités Permanentes, los Estatutos no proporcionan orientación alguna, y su único mandato es que son responsables de llevar a cabo las tareas que les solicite el Comité respectivo. Es necesario elaborar esta función, de modo que los presidentes puedan intervenir cuando sea necesario y reaccionar ante situaciones urgentes. Un ejemplo sería reunirse con un Jefe de Estado si surgiera la oportunidad, en apoyo de la estrategia de la UICN para aumentar los Estados Miembros. Los roles deben estar claramente definidos, pero esto no está dentro del mandato de la respuesta de gestión.

- Se discutió el tema de las evaluaciones de los Presidentes de Comisión y la observación general fue que las evaluaciones no se están realizando o no se están haciendo de manera eficiente. Los Presidentes de las Comisiones no han tenido sus evaluaciones durante el año pasado, a pesar de varios recordatorios al Consejo.
- De manera similar, el desempeño de las Comisiones fue motivo de preocupación, ya que se asigna muy poco tiempo a las Comisiones para informar al Consejo sobre su desempeño. Si bien existen mecanismos de autoevaluación, en particular el informe anual de las Comisiones al Consejo en cumplimiento de sus obligaciones según el artículo 78*bis* del Reglamento, el seguimiento es muy limitado. Se reconoció que el objetivo de presentación de informes es hacer que las Comisiones sean más eficientes y mejoren su desempeño, no sobrecargarlas con tareas administrativas. Dado que las Comisiones son redes de voluntarios que realizan gran parte del trabajo de investigación y desarrollo de la Unión, es importante mantener la buena voluntad y respetar la naturaleza específica de cada Comisión. Dicho esto, si el Consejo requiere informes más detallados, o presentados de una manera diferente, entonces se debería prestar orientación y apoyo a las Comisiones. En este sentido, se sugirió desarrollar una plantilla para ayudar a las Comisiones a proporcionar la información financiera que requiere el Consejo.
- Con respecto al párrafo 6.6.2, existía la sensación de que gran parte de la respuesta de gestión se había basado en intercambios con audiencias internas y que una mayor interacción con el entorno externo debería formar parte de la respuesta. Otras empresas miran más allá de sus propios muros, por lo que esto también sería beneficioso para la UICN.
- Una opinión generalizada en el Consejo fue que debería proporcionarse alguna formación o educación a los Consejeros, tanto cuando asuman el cargo como durante su mandato. No sólo es difícil saber qué se esperará de ellos y cuántas horas estarán dedicando, sino que a veces es un desafío para ellos saber cómo navegar por las estructuras internas. Si bien la Secretaría proporciona mucha información útil, existe una necesidad particular de comprender la estructura financiera para saber qué pueden y no pueden hacer los Consejeros para ayudar a la

situación financiera. Por ejemplo, la financiación cooperativa podría ser una posibilidad para recaudar fondos para los jóvenes. Sin este conocimiento, se podrían perder oportunidades.

- Se expresó preocupación por el término "Consejero" y qué cargos se incluyen en este término. Se sugirió aclarar la cuestión haciendo referencia a los "miembros del Consejo" en lugar de a los "Consejeros", asegurando así que se incluya a todos los Consejeros, independientemente de sus funciones. Además, hubo confusión sobre el término "Consejeros regionales" y en su lugar se sugirió la terminología "Consejeros de las regiones".
- Varios Consejeros cuestionaron el papel que ha asumido la Junta Directiva a lo largo de los años, desde su establecimiento como órgano que se reúne entre las sesiones del Consejo. El papel parece haber pasado gradualmente a asumir algunas de las responsabilidades del Consejo, con reuniones que tienen lugar incluso cuando hay sesiones plenarias del Consejo. Además, parece haber una superposición entre las discusiones estratégicas que tienen lugar en la Junta Directiva y las del Consejo. Un documento publicado en 2015 como parte de las reformas de gobernanza examinó todas las partes del Consejo y asignó responsabilidades específicas. Se asignaron muchas tareas administrativas a la Junta Directiva con el fin de liberar tiempo para discusiones estratégicas en el Consejo. Sin embargo, desde entonces, la opinión es que la implementación ha sido complicada. Se hizo una recomendación para aclarar los tipos específicos de discusiones estratégicas que deberían tener lugar en cada órgano.
- Las opiniones de los Consejeros diferían sobre si el período de "reflexión", es decir, el tiempo que los ex-empleados de la UICN deben esperar antes de poder ser miembros del Consejo, debería ser de uno o dos años. Algunos vieron la oportunidad de contar con ex-miembros del personal de la UICN en el Consejo como una ventaja, mientras que otros la consideraban contraria a las mejores prácticas. La Presidenta del GT respondió que se había tomado nota de los puntos planteados y que se llevarán a cabo más discusiones dentro del GT. La solución debe ser viable para la Unión.

La Presidenta del GT respondió a los puntos planteados afirmando que la respuesta de gestión define áreas amplias de preocupación, pero no detalla los mecanismos necesarios para responder a estas preocupaciones. Este será el trabajo del próximo Consejo.

Continuó diciendo que los informes de las Comisiones son actualmente "documentos de venta" y que el Consejo no los está considerando desde una perspectiva de gobernanza o ética. Si bien las evaluaciones también son importantes para estas cosas, estuvo de acuerdo en que no están destinadas a empantanar a las Comisiones, sino más bien a promover un mejor desempeño. Es necesario retomar los informes de actividad de los Presidentes y convertirlos en un informe de evaluación. Su opinión es que la autoevaluación es un desafío en toda la Unión, y debe ser facilitada y menos burocrática.

En cuanto al papel de la Junta Directiva, la Presidenta del GT enfatizó que una de las recomendaciones de la Evaluación Externa era convertirla en un órgano más fuerte y no puramente administrativo. Involucrar el Consejo en su conjunto en un pensamiento estratégico es un desafío, por lo que empoderar a la Junta Directiva estaba destinado a ayudar al Consejo, dejándole siempre la decisión final. Dos áreas específicas que el GT identificó como responsabilidades de la Junta Directiva fueron la planificación estratégica y la evaluación de riesgos, teniendo en cuenta que los riesgos técnicos y financieros deben separarse y dejarse al CFA. La intención no era de reducir las responsabilidades estatutarias del Consejo, y una idea podría ser programar las reuniones de la Junta Directiva después de las del Consejo y no antes. Animó a los Consejeros a leer el informe detallado que explica las razones por las que los evaluadores externos hicieron las sugerencias que hicieron. También sugirió que se añaden representantes de las Comisiones al GT.

- Un punto importante que se planteó fue la necesidad de saber qué tipo de estructura de gobernanza quiere la Unión y analizar si la actual está funcionando bien o no. El momento de la evaluación externa no fue el ideal y muchos de los comentarios fueron bastante críticos, y es posible que no se hubieran hecho si la evaluación se hubiera realizado en otro momento. Pero el Consejo debe aprovechar esta oportunidad para considerar las grandes cuestiones planteadas. Debe desarrollar una visión más clara de dónde quiere que esté la UICN en el futuro y qué tipo de estructura se necesitará para lograr esta visión.
- Al observar la estructura de Gobernanza, hay dos conjuntos de factores a incorporar: estructura (y herramientas) y conjuntos de habilidades individuales. En el caso de los primeros, se sugirió establecer el calendario de las reuniones de la Junta Directiva con mucha antelación, para dar tiempo a que los Consejeros estuvieran preparados. Si los Consejeros no están preparados, los cambios en la estructura no pueden hacer una diferencia. En cuanto al segundo conjunto de factores, se destacó la necesidad de contar con instrumentos de autoevaluación.
- Se hizo un llamamiento a los Consejeros para que vinculen continuamente las tres conversaciones que tienen lugar sobre qué/dónde estratégicamente le gustaría a la UICN estar en el futuro, cómo ser financieramente estable y cómo garantizar una buena gobernanza. Estos debates no deben tener lugar en silos, ya que están estrechamente interrelacionados. Además, es necesario comprender cómo la aplicación de las reformas de gobernanza afectará financieramente a la Unión. El Presidente estuvo totalmente de acuerdo con esto, enfatizando que con los ODS, el Acuerdo sobre el Clima y el próximo marco de biodiversidad post-2020, el mundo era un lugar muy diferente al de 1948, y que la UICN tenía que decidir su estrategia para el futuro. Como órgano de gobierno, el Consejo también debe responder al Congreso por la estabilidad financiera a largo plazo de la Unión. Y, finalmente, el sistema de gobernanza es supervisado por el Consejo, y esta es precisamente la razón por la que se realizan evaluaciones externas. Hizo hincapié en que estos tres pilares deben ser considerados en conjunto, e instó a todos los Consejeros a estudiar la evaluación externa y a trabajar juntos para producir la respuesta de gestión antes de fin de año.

- Un Consejero comparó esta evaluación con la realizada en 2016. En la última evaluación, se hizo más hincapié en cómo contratar a los Consejeros adecuados para ocupar los puestos necesarios en el mecanismo de gobernanza y en cómo combinar los conjuntos de habilidades con los roles de liderazgo. La mayoría de los comentarios en esta evaluación fueron de naturaleza estructural y, en consecuencia, la respuesta de gestión consideró estas recomendaciones. Si bien los cambios estructurales pueden hacer que la organización sea más eficiente, también pueden hacerla más compleja y, por lo tanto, a los Consejeros les resulta más difícil responder. Advirtió que las recomendaciones de cambios estructurales por sí solas no paliarán los desafíos actuales, sino que se trata de tener las buenas personas en el Consejo, educarlas y darles las herramientas para trabajar.
- La DGI estuvo de acuerdo en que esta evaluación se hizo en un período particularmente difícil, pero alentó al Consejo a no considerarla desde un punto de vista negativo. Es un procedimiento normal que las organizaciones evalúen su desempeño de vez en cuando para adaptarse al futuro, y este ejercicio es saludable. Advirtió a los Consejeros que eviten llevar un mensaje negativo al Congreso.

La Presidenta del GT estuvo de acuerdo con el punto planteado de que la UICN debe decidir qué quiere ser, pero esto no se discutió en detalle y no hay ningún deseo de responder a esta pregunta en los próximos cinco meses. Esta será una tarea para el próximo Consejo. Estuvo de acuerdo en que el momento de esta evaluación externa no era el óptimo, pero hizo que fuera más fácil ver los desafíos. Señaló que tanto la reflexión adicional como los cambios realizados entre las presentaciones de octubre de 2018 y julio de 2019 habían hecho que el informe fuera menos severo.

Contrariamente a otros puntos de vista, la Presidenta del GT no consideró que este informe se refería a estructura y procesos, sino más bien a personas y relaciones. Con la aprobación del Consejo, el CCG ha actualizado los perfiles de los representantes electos del Consejo, abordando así la cuestión de qué habilidades se necesitan. Se hizo un mapeo de habilidades para complementar esto. En una discusión sobre el papel del Consejero designado y cómo hacer que este sea lo más beneficioso posible para la UICN, también se destacó la importancia de evaluar las habilidades y utilizar este puesto para llenar posibles vacíos de habilidades.

Sin embargo, las personas representaban sólo una parte del informe, la otra parte abordando el tema de las relaciones y la ruptura de confianza entre la dirección y el Consejo. El Consejo debe considerar las mejores prácticas para organizaciones: definir exactamente quién hace qué, mantener buenas relaciones, cómo responder a los desafíos rápidamente y no permitir que se intensifiquen. Esta evaluación externa señaló la necesidad de que la UICN tenga un mecanismo para ser más ágil, más reflexiva y más receptiva. Su opinión es que el Consejo ha recurrido con demasiada frecuencia a sus posiciones predeterminadas, y muchos de sus procesos no han cambiado significativamente en 71 años. Hay que pensar en si la composición del Consejo coincide o no con la tarea y cómo hacerla más eficiente, y estas reflexiones sobre los grandes retos deberían transmitirse al próximo Consejo.

La Presidenta del GT continuó haciendo hincapié en que esta evaluación externa se dirige a toda la organización: personal, Consejo, asociados, etc. Fue seria, ampliamente consultiva y proporciona una mirada nueva y objetiva desde el exterior. Debe tomarse en serio. Pidió que se le otorgue un mandato al GT para discutir estas grandes cuestiones, y también analizar cómo las tres sesiones de discusión estratégica en el Congreso podrían usarse para abordarlas. Concluyó pidiendo al Consejo que enviara sus ideas sobre los temas que deberían ser discutidos, y señaló que el COC ya había sugerido el papel de la juventud en el trabajo de la UICN. Las discusiones han tenido lugar, ahora es el momento de pasar a la acción.

Antes de solicitar una votación, un Consejero pidió aclaraciones sobre el calendario, dado el consenso general de que la respuesta de gestión debía ser respaldada por el Consejo. Luc De Wever, Secretario del Consejo, describió las dos opciones disponibles: una aprobación de la Junta Directiva validada por el Consejo a través del procedimiento de no objeción como se establece en el artículo 58 del Reglamento; o una recomendación de la Junta Directiva para aprobación del Consejo. Ambos podrían realizarse antes de fin de año.

La Presidenta del GT expresó su agradecimiento por el deseo del Consejo de tener la última palabra sobre la respuesta de gestión, pero enfatizó una vez más que el tiempo era limitado. Aunque ajustado, el calendario se modificó para darles a los Consejeros tiempo suficiente para enviar comentarios al GT, que podrá tenerlos en cuenta según sea necesario, explicando las razones por las que algunos no se hayan tenido en cuenta. A la luz del minucioso trabajo realizado por el GT, se consideró que debería haber muy poco que cambiar y, por lo tanto, el proceso no sería demasiado largo. De acuerdo con el consenso general, la Junta Directiva haría una recomendación al Consejo en pleno para su aprobación. El Presidente estuvo de acuerdo con este proceso, diciendo que este Consejo podría estar orgulloso del legado que está dejando para el próximo Consejo.

DECISIÓN DEL CONSEJO C/97/3
El Consejo de la UICN,
Consciente de la decisión C/97/6 del Consejo y de la decisión B/XV de la Junta Directiva por las que se establece el Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión a la evaluación externa de la gobernanza de la UICN, Acoge con satisfacción el proyecto de respuesta de gestión preparado por el Grupo de Trabajo del Consejo y examinado por el Comité de Gobernanza y Constituyentes,
Invita a los miembros del Consejo a que transmitan sus observaciones al Grupo de Trabajo del Consejo a más tardar el 8 de noviembre de 2019,
Pide al Grupo de Trabajo del Consejo que presente un borrador final a la Junta Directiva del Consejo de la UICN, a tiempo para que éste haga una recomendación al Consejo para su aprobación antes de finales de 2019.

La Presidenta del Grupo de Trabajo del Consejo felicitó a Charles Lor por su apoyo en este proceso, su transparencia y su capacidad de respuesta. Hubo aplausos tanto para él como para el GT en su conjunto.

Punto 5 del orden del día. Sesión anual del Consejo sobre las actividades de las Comisiones (parte 2)

Presentación de los informes de la CSE, la CMDA y la CMAP, por parte de los Presidentes respectivos de las Comisiones

Jon Paul Rodríguez, Presidente de la Comisión de Supervivencia de Especies (CSE) *[véase también la presentación PowerPoint del Presidente disponible bajo la referencia C/97/5.3 PPT Informe de la CSE al Consejo]* comenzó su informe con una descripción general del equipo de la Comisión: 23 personas en ocho países. El trabajo de la Comisión se estructura en cinco elementos: Evaluar, Planificar, Actuar, Redes y Comunicaciones.

Con la ayuda de muchos asociados, hasta la fecha, este año, se han evaluado más de 3 300 especies, con un promedio anual de aproximadamente 4 000. Para facilitar este trabajo y proporcionar capacitación en torno a la Lista Roja, se proyecta tener dos o tres encargados de la Lista Roja adicionales para fines de 2019. Cinco organizaciones han sido asociados clave en la evaluación de qué especies deberían incluirse en la Lista Roja, agilizando así el trabajo involucrado. La siguiente etapa es la planificación, que es el mandato del Grupo de Especialistas (GE) en Planificación de la Conservación y los puntos focales de otros GE.

La planificación se convierte entonces en acción. La Comisión brinda apoyo a los países y a los Miembros para el desarrollo de listas rojas nacionales como una forma de fortalecer la capacidad. Otras actividades importantes son una iniciativa de recuperación de especies, en la que se han otorgado más de 2,5 millones de USD a 73 propuestas, 36 de las cuales son de miembros de la CSE. Los proyectos, que deben abordar las prioridades identificadas en los planes de acción de la CSE o ser respaldados por grupos de especialistas de la CSE, son evaluados por líderes de la CSE en National Geographic. Otra iniciativa digna de mención es el Sumatran Rhino Rescue (Rescate del Rinoceronte de Sumatra), para el cual la CSE está trabajando con el gobierno de Indonesia.

La base de este trabajo es una sólida red de 9.110 expertos en 168 países y una serie de nuevas asociaciones. Una particularmente importante con el Zoo de Indianápolis permitirá establecer un Centro Mundial para la Supervivencia de Especies, cuyo objetivo es mejorar de forma colaborativa el alcance y la eficacia de la conservación de especies a nivel mundial. Finalmente, la Comisión se ha esforzado mucho en Comunicaciones, para ganar una mayor presencia en las redes sociales. Para complementar estos esfuerzos, se envía un boletín informativo cada trimestre.

La Presidenta de la Comisión Mundial de Áreas Protegidas (CMAP), Kathy Mackinnon *[véase también la presentación PowerPoint de la Presidenta, disponible bajo la referencia C/97/5.2 PPT Informe de la CMAP al Consejo]* comenzó proporcionando algunas estadísticas sobre la composición de la Comisión. Continuó afirmando que gran parte del trabajo de la Comisión es apoyar los esfuerzos mundiales para expandir y administrar de manera efectiva los sistemas de áreas protegidas (AP) para lograr las Metas de Aichi, y especialmente la Meta 11. Explicó además que si se puede cumplir la Meta 11 de Aichi, se cumplirán muchas otras metas al mismo tiempo.

A continuación ofreció un resumen de los progresos logrados hacia el cumplimiento de la meta, con énfasis en el hecho de que la orientación sobre Otras medidas de conservación efectivas basadas en áreas (OECM) es particularmente importante porque muchas de las áreas en cuestión son gestionadas por pueblos indígenas. La UICN jugó un papel clave en la definición de la política mundial sobre este tema, con aportes al OSACTT22 y la CDP14 del CDB. La Lista Verde también se destacó como un producto insignia nacido y nutrido en la CMAP y que ahora se está implementando en todo el mundo. Otros logros incluyen: el trabajo que está llevando a cabo un grupo marino muy activo, que ha publicado varios informes, por ejemplo, sobre el calentamiento y la desoxigenación de los océanos; el trabajo sobre "soluciones naturales" en apoyo de los ODS; y el trabajo continuo sobre salud y bienestar, un tema que a la Presidenta de la CMAP le gustaría que se promoviera en el próximo Congreso.

La Presidenta de la CMAP concluyó su informe citando algunos de los desafíos a los que se enfrenta actualmente la Comisión. Entre ellos se encuentra la falta de financiación para la traducción de sus publicaciones, lo que les ha llevado a producir hojas de resumen de 4 páginas que destacan los principales hallazgos. Otro desafío es el reducido apoyo de la Secretaría, que obliga a la Comisión a utilizar el COF para pagar trabajos administrativos. Se preguntó si este modelo sería sostenible o no a largo plazo. Además, mencionó que la financiación que se basa principalmente en proyectos, así como el alto precio de los pabellones en el Congreso, son otras preocupaciones. Concluyó reiterando la necesidad de que el Congreso sea lo más inclusivo posible, mencionando en particular a la juventud.

El Presidente abrió la discusión recordando al Consejo que los tres pilares de la Unión deben trabajar hacia un objetivo único para el Congreso de Marsella, utilizando los tres criterios de éxito acordados por la Junta Directiva. Los siguientes comentarios y preguntas se plantearon en la discusión consiguiente:

- A menudo es difícil en las regiones aprovechar el excelente trabajo de las Comisiones, por ejemplo, los cursos de formación, porque no hay financiación disponible para la traducción a idiomas locales. Asimismo, no hay dinero para que los informes de actividades regionales se traduzcan al inglés para que se incorporen al trabajo del programa mundial de manera oportuna. La traducción es particularmente importante para transferir conocimientos a los jóvenes. Se agradecería enormemente el apoyo de la Secretaría.

- La UICN debería tomar nota de la 10ª Conferencia de las Islas del Pacífico sobre Conservación de la Naturaleza y Áreas Protegidas, cuyo objetivo es revisar los progresos en las metas de Aichi e influir en la visión mundial para la conservación más allá de 2020. Dado que esta conferencia, en abril de 2020, se llevará a cabo en un territorio francés (Nueva Caledonia), sería una oportunidad para que la UICN demuestre su compromiso con el país anfitrión.
- Se plantearon varias cuestiones generales sobre las Comisiones: 1) ¿Se ha calculado cuántas horas o días de trabajo han invertido los expertos de las Comisiones? La cantidad de tiempo no es insignificante y debería reconocerse más ampliamente. 2) ¿Cuál es la relación de las Comisiones con los diferentes programas de la Secretaría? ¿Son buenas las relaciones o es necesario fortalecerlas? 3) ¿Cuál es el valor añadido del trabajo que se desarrolla en las Comisiones?
- Otra pregunta se refirió al éxito del proyecto de rescate del rinoceronte de Sumatra y cómo podría aplicarse a otros países de Asia.
- Se destacó el Grupo de Desarrollo de Capacidades de la CMAP y su excelente trabajo en el registro de competencias mundiales para administradores de áreas protegidas, un pequeño trabajo que ha tenido un gran impacto en los cursos universitarios.

Luego, la DGI se unió a otros Consejeros para elogiar a las Comisiones por sus informes y su increíble trabajo que a menudo coloca a la UICN en el centro de atención. Con respecto a la CSE, expresó su agradecimiento por la colaboración que tuvo lugar para el acuerdo con el Zoo de Indianápolis y el éxito de la reunión de Abu Dhabi. Con respecto a la CMAP, felicitó a los miembros por el trabajo realizado en la preparación del III Congreso de Áreas Protegidas de Latinoamérica y el Caribe en Lima, y especialmente por la amplia colaboración entre las Comisiones y dos oficinas regionales. Expresó su opinión de que es necesario pensar más en la forma en que la Secretaría y las Comisiones trabajan juntas para garantizar que todos trabajen como Un Sólo Programa. Concluyó agradeciendo a las Comisiones su apoyo.

La Presidenta de la CMAP respondió a algunas de las preguntas planteadas anteriormente. El número de horas dedicadas por los expertos de la CMAP sólo incluía el tiempo dedicado por los líderes de las Comisiones, por lo que la cifra presentada en su informe era muy conservadora. Una estimación más precisa podría situarse alrededor de los 50 millones de CHF, una cifra con la que Cyrie Sendashonga estuvo de acuerdo en base a un análisis realizado en 2012, antes del Congreso de Jeju. La Presidenta de la CMAP aseguró al Consejo que la relación de trabajo entre la CMAP y los programas mundiales era excelente, especialmente con el Programa Mundial de Áreas Protegidas y el Programa Marino Mundial, pero también con las oficinas regionales. Sobre el tema del valor añadido, expresó su opinión de que las Comisiones no sólo están proporcionando una gran cantidad de información técnica, sino también mucho del trabajo de I+D.

El Presidente de la CSE confirmó además el valor del trabajo de las Comisiones al informar al Consejo que un cálculo realizado por la CSE en 2017 reveló un valor de unos 60 millones de CHF. También confirmó que aunque haya menos apoyo a las Comisiones por parte de la Secretaría, el apoyo que se está recibiendo es excelente. En respuesta a la pregunta de llevar el proyecto de rescate del rinoceronte de Sumatra a otras partes de Asia, el Presidente de la CSE informó al Consejo que, en efecto, están tratando de traer embriones de rinoceronte de Malasia a Indonesia. La esperanza es que cada dos o tres años, se elija otra especie para rescatar.

5.2 Discusión sobre el desempeño de las Comisiones
[Esto se abordó durante las preguntas y respuestas que siguieron a la presentación de cada Presidente y se registró en la sección 5.1 anterior].

ALMUERZO - Almuerzo de trabajo del Consejo sobre el tema de los Conflictos de intereses

Martes 22 de octubre de 2018 de 14:00 a 19:00 - CUARTA SESIÓN PLENARIA

Punto 6 del orden del día. Informe del Comité de Organización del Congreso (COC) *[Documento del Consejo C/97/6 Informe del Comité de Organización del Congreso al Consejo]*

La Presidenta del COC, Jennifer Mohamed-Katerere, ofreció una actualización de los preparativos para la Asamblea de Miembros, mostrando una diapositiva del proceso y los diferentes pasos involucrados. Señaló específicamente la fecha límite estatutaria del 11 de marzo para que el Consejo proponga documentos importantes para decisión del Congreso, incl. cambios de gobernanza.

A continuación, la Presidenta del COC solicitó la aprobación del Consejo para que la Junta Directiva tome cualquier decisión urgente necesaria entre las 97ª y 98ª sesiones del Consejo, aclarando que las cuestiones presentadas a la Junta Directiva sólo serían las confiadas al COC y enfatizando que el objetivo era aumentar la eficiencia. Como es habitual, el COC tomaría una decisión, la Junta Directiva la aprobaría y, a continuación, el Consejo la validaría. Las decisiones podrían incluir, por ejemplo, la identificación de las cuestiones estratégicas que se discutirán en la Asamblea de Miembros o acordar con el país anfitrión qué elementos clave figurarían en un documento final, ya que ambas decisiones pueden depender del tiempo.

En respuesta a una pregunta sobre cuánta autoridad se le otorga al COC, el Secretario del Consejo, Luc De Wever, explicó que la autoridad del COC proviene de dos fuentes: los términos de referencia ya aprobados por el Consejo y las decisiones del Consejo o la Junta Directiva que solicitan acciones del COC. La Presidenta de la COC expresó además su opinión de que, si bien el COC toma decisiones sobre la planificación y la estructura de la Asamblea de Miembros y el Foro, las

decisiones que se consideran importantes para la dirección estratégica general del Congreso y su contenido deben ser respaldadas de alguna manera por el Consejo.

DECISIÓN DEL CONSEJO C/97/4
El Consejo de la UICN,
Por recomendación del Comité de Organización del Congreso,
Pide a la Junta Directiva del Consejo de la UICN que considere y apruebe cualquier propuesta urgente que el COC pueda presentar en el período comprendido entre las reuniones 97a y 98a del Consejo, sujeto a la validación del Consejo de conformidad con el Artículo 58 del Reglamento.

Proceso de identificación de los miembros de los Comités del Congreso
La Presidenta del COC señaló que de acuerdo con una decisión de la Junta Directiva de octubre de 2018, los términos de referencia para los comités del Congreso serían discutidos y desarrollados por el CCG y aprobados por el Consejo. El COC, que coordina el proceso para proponer al Consejo a personas específicas para formar parte de estos comités, revisó el proceso utilizado para identificar a los candidatos a los comités del Congreso en 2016 y acordó presentarlo al Consejo para su aprobación.

Para responder a una pregunta sobre la necesidad de un Asesor Procesal del Congreso y si este rol duplicaba el que desempeña el Secretario del Congreso, la Presidenta del COC indicó que a sugerencia del Encargado de Elecciones del Congreso 2012, este rol se dividió en dos funciones diferentes para el Congreso 2016: Encargado de Elecciones y Asesor Procesal. El cargo de Asesor Procesal requiere la colaboración del Responsable senior de gobernanza, pero no duplica esfuerzos. El Responsable Senior de Gobernanza había informado al COC que la Secretaría podría proporcionar la experiencia necesaria si el CCG no consideraba necesario nombrar un Asesor Procesal o no identificaba a una persona adecuada para nombrar en el puesto.

DECISIÓN DEL CONSEJO C/97/5
El Consejo de la UICN,
Por recomendación del Comité de Organización del Congreso de 2020,
aprueba el proceso de identificación de los miembros de los Comités del Congreso 2020 (**Anexo 3**).

Discusiones estratégicas durante la Asamblea de Miembros
La Presidenta del COC recordó al Consejo que en 2016 las discusiones estratégicas en la Asamblea de Miembros se llevaron a cabo en tres sesiones de 2 horas. La tarea del COC es identificar qué cuestiones estratégicas deben considerarse. Un proceso participativo resultó en sugerencias relacionadas con dos temas: cuestiones de conservación y fortalecimiento de la Unión. Las sugerencias relacionadas con la conservación fueron comprender las condiciones y dinámicas actuales, y fortalecer las soluciones y opciones futuras. Antes de tomar una decisión, el COC consideró prudente examinar también las mociones entrantes, que darían una indicación de los intereses de los Miembros, pero este proceso no se ha completado. Dado el énfasis en la juventud que se ha repetido durante esta reunión del Consejo, así como en anteriores, el consenso en el COC fue proponer a la juventud y la participación de los jóvenes como uno de los temas estratégicos para fortalecer la Unión. Se invitó a los Consejeros a enviar a la Presidenta del COC cualquier sugerencia adicional.

Actualización sobre el Foro
Las discusiones giraron en torno a los cuatro diálogos de alto nivel del Foro. Las siguientes propuestas fueron discutidas por el COC y las dos primeras fueron aprobadas. *Movilización masiva, juventud, clima: un movimiento por el planeta Tierra:* visto como una oportunidad para contribuir a este movimiento en evolución, el objetivo es movilizar a la comunidad mundial sobre la naturaleza y el clima. *Paz y conflicto:* esto sustenta muchos aspectos de la conservación, y se considera un tema transversal en el que la UICN podría mostrar liderazgo y alrededor del cual podría movilizar a sus constituyentes. *Fe, espiritualidad, religión:* un diálogo que comenzó en Hawai'i pero que no ha tenido un énfasis continuo desde entonces, se considera una conversación valiosa para continuar. *Ciencia, tecnología y conocimiento:* este diálogo tiene como objetivo mostrar algo pegadizo e interesante de la ciencia que podría despertar un interés para la UICN dentro de las disciplinas no científicas (derecho, política, etc.). Si bien estas ideas no coinciden con los temas del Congreso, están destinadas a abrir conversaciones que atraerán a audiencias variadas. Para complementar estos diálogos, habrá dos "Conversaciones con...": defensores ambientales y exploradores y aventureros ambientales. El deseo es dar protagonismo al tema de los defensores del medio ambiente e incorporarlo al trabajo de la UICN. Las conversaciones con exploradores y aventureros ambientales, que también deberían atraer a los jóvenes, están diseñadas para utilizar la exploración para comprometerse con la acción. El pensamiento continúa en torno a estos diálogos, y el COC ha dado un mandato a la Secretaría para comenzar a trabajar en estos cuatro diálogos de alto nivel.

Un Consejero expresó su preocupación por el hecho de que el tema de las mujeres y la planificación familiar no se haya incluido en los diálogos. El Congreso 2016 acogió al director de Planned Parenthood Global, pero no se le dio a la sesión la prioridad y visibilidad que merecía. Dada la necesidad de asociarse con mujeres para salvar el planeta, un diálogo de alto nivel en el Congreso 2020 brindaría la oportunidad de dar visibilidad a las organizaciones de mujeres en todo el mundo y de discutir cómo empoderar a las mujeres a través de la planificación familiar. La discusión concluyó con elogios tanto para el COC como para el personal de la UICN que trabajaron juntos para reunir estas ideas que invitan a la reflexión.

Discusión abierta sobre la experiencia con los compromisos de Hawai'i y cómo mejorar el proceso para establecer e implementar los compromisos del Congreso 2020
El COC analizó el proceso utilizado para desarrollar los Compromisos de Hawai'i y señaló que no se implementaron de manera estructurada. Hubo consenso en que debería haber alguna preparación previa para el Manifiesto de Marsella, y en una sesión de lluvia de ideas, el COC discutió diferentes formas de identificar los problemas actuales a los que el Manifiesto debería responder. Aunque este proceso aún está en sus inicios, la opinión fue que en lugar de simplemente recopilar los comentarios y cuestiones que surjan del Congreso, debería basarse en las prioridades del Programa, los temas identificados por el COC, las áreas de preocupación planteadas en las mociones y los intereses y prioridades del país anfitrión.

La Presidenta del COC se refirió brevemente a varios otros temas, mencionando específicamente el calendario para el proceso de apelación de las mociones. Mencionó una preocupación por el tamaño posiblemente inadecuado de la sala de exposiciones en la que se llevaría a cabo la Ceremonia de Apertura, y aseguró al Consejo que esto había sido señalado al país anfitrión. Con respecto a las comunicaciones, el COC expresó su deseo de que el lema del Congreso se utilice con más frecuencia y de manera más prominente.

Un Consejero preguntó sobre la estrategia de VIP, preguntando específicamente sobre el calendario para invitar a VIP y si los Consejeros tendrían un papel que desempeñar en la identificación de estas personas. El Director del Congreso, Enrique Lahmann, explicó que lo más importante de la estrategia de VIP era que los VIP invitados tengan un papel que jugar. Por lo tanto, es fundamental identificar los temas de los diálogos de alto nivel y las discusiones estratégicas, tras lo cual se podrán identificar VIP. Se confiará en los Consejeros para identificar a los VIP y también para ayudar a definir el papel que jugarán. Se planteó otra pregunta sobre la Cumbre de Jefes de Empresa y si se había pensado en la posibilidad de producir un documento de resultados. Si el enfoque del documento fuera la necesidad urgente de transformación, este documento podría ser muy poderoso. El COC aún no había pensado en los mensajes de las Cumbres, pero lo tendrá en cuenta.

Punto 7 del orden del día. Informes de los Comités Permanentes del Consejo

7.1 y 7.3 Recomendaciones del CPP y del CFA sobre el Plan de Trabajo y Presupuesto de la UICN para 2020
[documento del Consejo C97/FAC69/11]

El Presidente del CPP, Jon Olov Westerberg, presentó la recomendación del CPP de aprobar el Plan de Trabajo 2020, incluidos los Planes de Trabajo de las Comisiones, y mencionó especialmente el excelente trabajo realizado por la Secretaría para desarrollar la nueva estructura de informes en la base de datos de proyectos. El CPP hizo hincapié en su opinión de que se debería reflexionar más sobre el futuro y diseñar un sistema para informar sobre lo que está haciendo la UICN en un panorama general, es decir, por qué se necesita la UICN. El Presidente del CFA, Ayman Rabi, presentó las cifras generales para un presupuesto de equilibrio para 2020. Destacó la preocupación del CFA de que el presupuesto era ajustado, con una flexibilidad limitada para absorber las perturbaciones financieras, así como con muy pocas posibilidades de invertir en crecimiento. Además, después de una explicación detallada de los esfuerzos y la planificación del Congreso Mundial de Derecho Ambiental en 2020, el CFA aprobó 350.000 CHF de las reservas para la organización de este evento, en caso de que fuera necesario. Se hizo una solicitud adicional para que la Secretaría se comprometiera a que, en caso de que se obtuvieran ingresos básicos adicionales, se reservarían para inversiones para el crecimiento y la reconstitución de las reservas.

DECISIÓN DEL CONSEJO C/97/2

El Consejo de la UICN,
Por recomendación del Comité de Programa y Políticas,
Aprueba el Plan de trabajo de la UICN 2020, incluyendo los Planes de trabajo de las Comisiones (**Anexo 2**)
Por recomendación del Comité de Finanzas y Auditoría,
Aprueba el Presupuesto de la UICN 2020, sujeto a la adición de 350.000 CHF en concepto de gastos relacionados con el Congreso de la Comisión Mundial 2020 de Derecho Ambiental (CMDA), que se financiarán a partir de las reservas. (cf. Anexo 2)

[Nota: De conformidad con el artículo 59 del Reglamento, el debate en el plenario del Consejo se limitó a las cuestiones de importancia estratégica presentadas verbalmente por los Presidentes de los Comités. Los informes escritos de los Comités se aprobaron junto con los proyectos de decisiones del Consejo que no se presentaron verbalmente en el plenario del Consejo, a menos que un miembro del Consejo solicitara reabrir la discusión sobre uno u otro tema. Sin embargo, para ser exhaustivo, la decisión aprobada sin discusión en el plenario del Consejo se enumera a continuación]

7.1 Informe del Comité de Finanzas y Auditoría (CFA) *[documento del Consejo C97/7.1 - Informe del CFA al Consejo; las diapositivas están disponibles bajo la referencia C/97/7.1 PPT Informe del CFA al Consejo]*

Ayman Rabi, Presidente del CFA, hizo una presentación con diapositivas de las conclusiones y recomendaciones del CFA *(el informe escrito y las diapositivas no se repetirán más adelante).*

El Tesorero proporcionó algunos comentarios adicionales. El plazo para desarrollar los planes financieros para 2021-2024 es muy corto, ya que deben presentarse al Consejo en febrero de 2020 y al Congreso en junio. Una vez completada, habrá

cinco años para repensar la estrategia financiera de la UICN desde un nivel muy básico. Pero, antes de iniciar la etapa de planificación, es imperativo definir el objetivo final, para poder desarrollar planes específicos que se enfoquen en su consecución. No está claro si los 25 millones de CHF identificados por el Consejo como reservas necesarias serán suficientes, ya que esto dependerá de los resultados de las discusiones estratégicas sobre el futuro de la UICN. Las reservas están destinadas a amortiguar pérdidas, por lo que conviene pensar en formas concretas de incrementar las reservas para poder invertir.

Con mucho trabajo por hacer para reposicionar la organización en términos de planificación e implementación, también existe la necesidad de un plan de implementación. El Tesorero alentó encarecidamente a los Consejeros a comenzar esta tarea muy pronto, a pesar de un 2019 desafiante y la importante carga de trabajo que se avecina con los preparativos del Congreso. Para 2020, sugirió considerar algunos proyectos piloto que podrían proporcionar indicadores útiles sobre la generación de ingresos en el futuro. Además, la UICN debería comenzar a considerar la reestructuración de costos que debe realizarse en 2020 para comprender qué se debe hacer antes de que comience el ciclo financiero de 2021.

Tras los comentarios del Tesorero, un Consejero expresó su agradecimiento al CFA por su deseo de garantizar que el 100% de las inversiones de la UICN se destinen a inversiones sostenibles. Los Consejeros también se animaron al saber que el déficit presupuestario estaba relacionado con el calendario y la ejecución de los proyectos y no con problemas estructurales. Otro comentario reiteró que el nuevo Programa debería ser inspirador, capitalizando en las características únicas de la UICN que podrían atraer a nuevos Miembros. En respuesta a una pregunta sobre por qué se propuso una nueva categoría de membresía para zoológicos y acuarios, pero no para otras entidades, el Presidente del CFA señaló que esto era competencia del CCG y no del CFA. La discusión concluyó con el Consejero suizo, Norbert Baerlocher, extendiendo una generosa oferta del gobierno suizo de organizar un retiro de los grupos de trabajo a principios de 2020 para continuar las discusiones sobre soluciones sostenibles para las finanzas de la UICN.

7.2 Informe del Comité de Constituyentes y Gobernanza (CCG) *[documento del Consejo C97/7.2 rev Informe del CCG al Consejo; y diapositivas disponibles bajo la referencia C97/7.2 PPT Informe del CCG al Consejo]*

Jennifer Mohamed-Katerere, Presidenta del CCG, recordó al Consejo que al CCG se le asignó la tarea de analizar los comentarios de los Miembros emanando de los Foros Regionales de Conservación sobre las reformas propuestas a los Estatutos aprobadas por el Consejo en marzo de 2019. Se centró en dos de los seis temas sometidos a consulta: la inclusión de los gobiernos subnacionales en la membresía de la UICN y las mejoras al proceso de mociones. Los Miembros apoyaron ampliamente la inclusión de los gobiernos subnacionales, aunque existía incertidumbre sobre la definición exacta del término "subnacional". Se pensó que era importante aclarar el objetivo del cambio, es decir, qué beneficio proporcionará a la UICN, y de considerar dónde encaja esta categoría en la estrategia de cuotas de membresía. Se creó un pequeño grupo de trabajo (presidido por Shaikha Salem Al Dhaheri) para presentar una propuesta revisada que aborde estos comentarios para la reunión del Consejo de febrero de 2020.

Con respecto a las mejoras en el proceso de mociones, las opiniones de los Miembros diferían mucho sobre el aumento del requisito de adoptar mociones a una mayoría de dos tercios. El Presidente informó al Consejo que había recibido varias cartas de oposición, que se incluyeron en el paquete discutido por el CCG, junto con los comentarios que emanaban de los FRC. Los partidarios de la mayoría de dos tercios argumentaron que esto era importante para evitar situaciones de gran división y alentar a los Miembros a trabajar juntos. Aquellos en la oposición temían que esto haría que la UICN fuera menos capaz de aprobar mociones que fueran innovadoras, que desafiaran el *status quo* o que provengan de grupos minoritarios dentro de la membresía. Al preparar la propuesta, el CCG había analizado qué implicaciones habría tenido esta medida si se hubiera utilizado en Hawai'i y encontraron que sólo tres mociones no se hubieran aprobado. El CCG también analizará el Congreso de Jeju para evaluar el impacto potencial y ver si alguna de las mociones que no se hubiera aprobado proviene de una minoría o de un grupo de interés especial.

El segundo tema para el cual se solicitó comentarios de los Miembros fue la propuesta de poner un límite al número de abstenciones, en términos del artículo 32 de los Estatutos. La enmienda prevé un número máximo de abstenciones, más allá del cual no se aprobaría una moción. Las preocupaciones giraban en torno al hecho de que algunos Miembros se abstienen no porque no estén interesados o se opongan a una moción, sino simplemente porque no tienen la comprensión necesaria sobre el tema, particularmente cuando se abordan cuestiones regionales. También se señaló que, a veces, los Estados Miembros se abstienen de ciertos tipos de mociones, por lo que esta enmienda podría dificultarles la tarea. El grupo de trabajo del CCG iba a estudiar las preocupaciones sobre la mayoría de dos tercios y el límite de abstenciones, y propondrá recomendaciones al Consejo en febrero de 2020.

Un Consejero expresó la frustración del Comité Nacional de su país con el seguimiento y la implementación de las mociones, aunque reconoció la enorme cantidad de trabajo involucrado. La DGI señaló que ya existe un sistema de seguimiento de las mociones y que muchas han sido "retiradas" porque su implementación se ha completado. Destacó que la implementación les corresponde los tres pilares de la Unión y desafió a los Consejeros a trabajar juntos en la implementación de las mociones restantes. El Presidente estuvo de acuerdo y añadió que sin implementación, la UICN no tendría credibilidad.

Enmiendas a los artículos 14 y 15 del Reglamento

En 2017, el Consejo aprobó una lista de áreas para la reforma de la gobernanza, y esta trata de los derechos de los Miembros en materia de admisión. Existe una incoherencia entre el Artículo 12 (a) (iii) de los Estatutos y los artículos 14 y 15 del Reglamento, que abordan el proceso de admisión de Miembros. El Reglamento establece que los Miembros con

derecho a voto pueden expresar opiniones sobre las solicitudes de membresía, mientras que los Estatutos no mencionan el derecho a voto. La intención de esta propuesta era poner el Reglamento en conformidad con el Artículo 12 (a) (iii) de los Estatutos. El cambio propuesto significaría que todos los Miembros tienen derecho a compartir sus opiniones y objeciones con respecto a la admisión de nuevos Miembros. No cambiaría los derechos de los Miembros.

Varios Consejeros cuestionaron el fundamento de esta enmienda que permitiría a Miembros que no hayan pagado sus cuotas y, por lo tanto, no tengan derecho a voto, oponerse a una solicitud de membresía. Se invitó a la Asesora Legal, Sandrine Friedli Cela, a aclarar la orientación que había proporcionado sobre este tema. Informó al Consejo de que se solicitó asesoramiento sobre dos cuestiones distintas. Una era si el término "con derecho a voto" necesitaba más explicaciones, y había desaconsejado la propuesta de definirlo en los Estatutos porque su significado era suficientemente claro. El segundo se refería a la diferencia entre el Reglamento y los Estatutos. Señaló que el artículo 12 a) iii) no mencionaba la restricción de los derechos de los Miembros y, por lo tanto, interpretó que el artículo incluía a todos los Miembros. Aconsejó cambiar el Reglamento como una opción más sencilla que cambiar los Estatutos. Informó a los Consejeros de que cualquier objeción de los Miembros no sería vinculante en ningún caso, y sugirió además que estas opiniones podrían proporcionar al CCG información adicional útil para sus evaluaciones.

DECISIÓN DEL CONSEJO C/97/6

El Consejo de la UICN,
Por recomendación del Comité de Constituyentes y Gobernanza, de conformidad con los artículos 101-102 de los Estatutos,
1. Adopta en primera lectura las enmiendas propuestas a los artículos 14 y 15 del Reglamento con el objetivo de aclarar el proceso de admisión de los Miembros:

> *14. El Director General enviará por correo a los Miembros de la UICN ~~con derecho a voto~~ las solicitudes de admisión junto con la oportuna información sobre los candidatos.*
> *15. Cuando un Miembro ~~con derecho a voto~~ ejerza su derecho a presentar objeciones a una solicitud de admisión, las objeciones deberán llegar a manos del Director General dentro de las cuatro semanas a partir de la notificación hecha por el Director General según el artículo 14.*

2. Decide añadir las enmiendas propuestas al orden del día de la próxima reunión del Consejo de la UICN (febrero de 2020) para su aprobación en segunda lectura, modificadas según sea el caso tras consulta de los Miembros de la UICN, tal y como exigen los artículos 101- 102 de los Estatutos.

Estrategia de Membresía
En el Congreso 2016, la Secretaría recibió el mandato de desarrollar una nueva Estrategia de Membresía. Esta estrategia se presentó para discusión en los FRC y recibió un amplio apoyo. Dado que el tiempo es esencial, el CCG desearía que el Consejo dé mandato a la Junta Directiva para que apruebe la estrategia, para que se pueda comenzar a trabajar en el desarrollo del plan de trabajo asociado, con el objetivo de presentarlo al CCG para su discusión en febrero de 2020. La Presidenta del CCG destacó que es importante que los Miembros vean que el trabajo está progresando. Varios Consejeros expresaron su apoyo al borrador, mencionando en particular el alto nivel de aceptación de los Miembros en el FRC de Mesoamérica. Dado que los Consejeros tendrán la oportunidad de proporcionar más comentarios antes de la aprobación por parte de la Junta Directiva, hubo un acuerdo general de que el trabajo debe continuar para cumplir con el plazo estatutario.

DECISIÓN DEL CONSEJO C/97/7
El Consejo de la UICN,
Por recomendación del Comité de Gobernanza y Constituyentes (CGC),
Teniendo en cuenta las múltiples consultas con los Miembros de la UICN y los comentarios recibidos de los Miembros de la UICN durante los Foros Regionales de la Conservación y en línea,
Preocupado para que se apruebe la Estrategia de Membresía lo antes posible para que se pueda comenzar a implementar sin demora,
Pide a la Junta Directiva que apruebe la Estrategia de Membresía, sujeto a la integración por el CGC de cualquier otro comentario recibido de los miembros del Consejo antes del final de la tercera semana de noviembre y de los Miembros de la UICN durante el Foro Regional de la Conservación de Asia (FRC) que se celebrará en Islamabad del 6 al 8 de noviembre de 2019, tan pronto como sea posible después del FRC.

GT sobre cuotas de membresía
La Presidenta del CCG recordó al Consejo que en el Congreso de Hawai'i se pidió una revisión de la estructura de cuotas para los Miembros de las Categorías B y C, y que el GT había hecho dos propuestas. La primera fue pasar de utilizar los gastos operativos a utilizar los gastos totales para calcular las cuotas de membresía. El Director Financiero de la UICN había informado al GT que los gastos operativos son subjetivos, difíciles de verificar, que no proporcionan una medida equitativa de la capacidad para pagar las cuotas, y a menudo dan lugar a largas discusiones sobre qué son los gastos operativos reales. La segunda propuesta era que un nuevo grupo de cuotas más bajas respondiera a las preocupaciones planteadas por las OPI y otras organizaciones que tienen unos gastos totales limitados. También se dedicó mucha discusión a un importe de cuotas separado para las organizaciones basadas en lugares, incluidos zoológicos y acuarios, jardines botánicos, museos y universidades, todos los cuales tienen altos costos de infraestructura y, por lo tanto, unos gastos totales elevados, pero una capacidad limitada para pagar las cuotas. La cantidad propuesta fue de 5.300 CHF, una

cantidad que las OPI estarían dispuestas a pagar. El GT reconoció que podría haber organizaciones basadas en lugares que paguen menos en su categoría de cuotas normales y esto se mantendría.

En la discusión subsiguiente se plantearon los siguientes puntos:

- Un Consejero consideró bastante extraño el concepto de "disposición a pagar" y cuestionó su solidez financiera. En una época de finanzas tensas, un cambio en el sistema puede reducir los ingresos.
- Se mencionó que muchos Estados Miembros pagan considerablemente más de 5.300 CHF en cuotas de membresía, y con esta importante discrepancia es necesario ser sensible. Sería mejor tener cuotas que reflejen el costo de la membresía, ya que de lo contrario esto no es sostenible a largo plazo. Un estudio del Grupo de Desarrollo de la Unión encontró que el costo de la membresía es, en promedio, de 3.000 CHF.
- Se solicitó una aclaración sobre si 5.300 CHF seria la cantidad más alta en esta categoría de cuotas y la Presidenta del CCG confirmó que no era así.
- Varios Consejeros expresaron preocupación por las universidades de países menos desarrollados y su capacidad para pagar las cuotas de afiliación. Gran parte de sus ingresos se destina a I+D, profesores o patrocinio de estudiantes menos favorecidos, y unas altas cuotas de membresía podrían reducir su interés en convertirse en Miembros. Sería conveniente mirar específicamente a las universidades de países con delegados patrocinados. Además, se solicitó una aclaración sobre si las cuotas se calcularían sobre los gastos totales de toda la universidad o de un departamento individual, a lo que la Presidenta del GCC respondió que 5.300 CHF era una cuota fija que se aplicaría por cada unidad.
- Se debe considerar a las organizaciones que tienen márgenes bajos, como zoológicos y acuarios, y tomar una decisión sobre si es o no valioso para la UICN trabajar con este nuevo segmento de la población. Actualmente sólo hay 17 organizaciones basadas en lugares que son Miembros de la UICN.
- Algunos Consejeros comentaron que si las cuotas son más bajas para algunas organizaciones, habrá más incentivos para unirse. Por el contrario, si se aumentan las cuotas para las ONG que suelen tener una financiación predominantemente restringida, la UICN podría perder algunas de ellas como Miembros. Si bien es importante aumentar las cuotas, debemos tener cuidado de no desanimar a los Miembros actuales y potenciales. Se sugirió examinar a los Miembros caso por caso.
- Un Consejero señaló que no se trataba de cuánto está recibiendo la UICN en concepto de cuotas de membresía, sino por el contrario, qué están recibiendo los Miembros de la UICN. ¿Qué necesitan los Miembros y la Unión lo está proporcionando? La Presidenta del CCG respondió que se estaba considerando el valor añadido de la membresía y lo que ciertos grupos de Miembros aportan a la Unión. Reconoció que esta estrategia debe estar vinculada a la estrategia de membresía, así como a la estrategia general para el futuro de la Unión.

Enrique Lahmann, Director del Grupo de Desarrollo de la Unión, informó a los Consejeros que esta propuesta de Cuotas de Membresía era un intento de pensar de forma creativa, al mismo tiempo que se recopilaban ideas y experiencias. Alentó a los Consejeros a unirse al grupo de trabajo para presentar la mejor propuesta posible a los Miembros en el Congreso de Marsella.

La Presidenta del CCG agradeció a los Consejeros por sus aportes, y añadió que siempre sería un desafío lidiar con la percepción de algunos Miembros de que algunos reciben incentivos para unirse y otros no. Concluyó diciendo que el GT haría una reflexión más profunda sobre la excepción para los zoológicos y acuarios, así como sobre la escala de cuotas y el paso de gastos operativos a gastos totales, antes de presentar una propuesta revisada al Consejo para su aprobación. También invitó a otros Consejeros a unirse al GT.

Al final del informe oral, varios Consejeros expresaron su descontento por el hecho de que algunos de los otros temas incluidos en el informe escrito del CCG no se debatieran. La Presidenta de GCC registró su firme objeción a la forma en que se planteó este asunto. El Secretario del Consejo, Luc De Wever, recordó al Consejo que el artículo 59 del Reglamento se modificó en 2016 para liberar tiempo adicional para discusiones sobre asuntos estratégicos. Estipula que los Comités Permanentes pueden decidir cuáles de una selección de proyectos de decisión incluidos en sus informes se presentarán para su discusión en el pleno del Consejo, mientras que los otros, incluidos los proyectos de decisión, se aprobarán cuando se apruebe el informe completo del comité. El Reglamento también permite al Consejo reabrir el debate sobre cualquier propuesta de decisión y la Presidenta del CCG cumplió con agrado.

Procedimiento para la provisión de vacantes en el Consejo

Cada vez que el puesto de Tesorero, Presidente de una Comisión o Consejero Regional queda vacante en el período entre sesiones entre Congresos, el Consejo desarrolla una práctica para llenarlo. El CCG preparó un documento de discusión en el que armonizó los pasos clave del proceso para cada uno de estos puestos. Varios Consejeros expresaron su preocupación de que para un puesto de Consejero Regional, el Comité de Candidaturas seleccionaría sólo un nombre para presentarlo al Consejo. Esto se consideró una erosión de las responsabilidades del Consejo y el deseo era que todos los nombres llegaran al Consejo para su votación. El Secretario del Consejo, Luc De Wever, describió los procedimientos utilizados en 2013 y 2018. En ambos casos, el Consejo invitó a los Miembros de la región específica a proponer nombres. En 2013, se sugirieron cuatro nombres y todos se presentaron al Consejo para su elección en votación secreta. En 2018, sólo se propuso un nombre y se envió al Consejo para votación secreta.

Otra preocupación planteada fue que, contrariamente al pasado, el Consejero del país anfitrión de la sede de la Secretaría ya no formaba parte del Comité de Candidaturas para el Tesorero. Al elegir tanto al Director General como al Tesorero, es importante que la UICN pueda contar con el conocimiento de este Consejero sobre los requisitos financieros y el entorno

político y legal en el país anfitrión. La Presidenta del CCG declaró para que conste en acta que esta no ha sido una práctica histórica de larga data, sino que de hecho se había utilizado solamente en uno o dos casos. El Consejo acordó que ambos cambios solicitados por los Consejeros se integrarían al procedimiento propuesto. (Anexo al informe del CCG)

DECISIÓN DEL CONSEJO C/97/8
El Consejo de la UICN,
Por recomendación del Comité de Gobernanza y Constituyentes,
1. Aprueba el procedimiento para la provisión de vacantes en los puestos de Tesorero, Presidente de Comisión y Consejero Regional de conformidad con el Artículo 47 del Reglamento, en su forma revisada (**Anexo 4**),
2. Decide que se integre al Manual del Consejo, en sustitución de los artículos 19 a 21 del mismo y de cualquier decisión anterior del Consejo o de su Junta Directiva relativa al procedimiento para la provisión de vacantes en los puestos de Tesorero, Presidente de Comisión y Consejero Regional.

Solicitudes de admisión

DECISIÓN DEL CONSEJO C/97/9
El Consejo de la UICN,
Por recomendación del Comité de Gobernanza y Constituyentes,
Aprueba la admisión de 45 organizaciones e instituciones en calidad de Miembros, (**Anexo 5**)
Aplaza el examen de 11 organizaciones a su próxima conferencia telefónica o reunión en persona. (cf. Anexo 5).

Reconocimiento de Comités Nacionales

DECISIÓN DEL CONSEJO C/97/10
El Consejo de la UICN,
Por recomendación del Comité de Gobernanza y Constituyentes,
Reconoce al Comité Nacional de la UICN de Chile y al Comité Nacional de la UICN de Camboya,
Recomienda a esos Comités trabajar con la Oficina de la Asesora Jurídica para mejorar el texto de sus respectivos estatutos en puntos concretos a efectos de aclaración.

Términos de Referencia del Comité de Candidaturas del Consejo

DECISIÓN DEL CONSEJO C/97/11
El Consejo de la UICN,
Por recomendación del Comité de Gobernanza y Constituyentes, de conformidad con la decisión C/95/2 del Consejo,
1. Aprueba los Términos de Referencia del Comité de Candidaturas del Consejo (**Anexo 6**) y el proceso de nombramiento de sus miembros,
2. Invita a los miembros del Consejo a que expresen su interés en convertirse en miembros del Comité de Candidaturas al Presidente a más tardar el 29 de octubre de 2019,
3. Pide a los Vicepresidentes, actuando como Comité de Candidaturas de conformidad con el Artículo 48(c) del Reglamento, que formulen una recomendación a la Junta Directiva para el nombramiento de los miembros del Comité de Candidaturas, teniendo en cuenta las expresiones de interés recibidas de los miembros del Consejo, el equilibrio entre los géneros y las regiones, así como el equilibrio entre los vicepresidentes y miembros del Consejo en su primero y segundo mandato,
4. Toma nota de que el CGC preparará, a tiempo para que la Junta Directiva los pueda aprobar antes de finales de 2019, los Términos de Referencia de:

- Comité de Finanzas y Auditoría del Congreso 2020, • Comité de Gobernanza del Congreso 2020,
- Comité de Programa del Congreso 2020,
- Comité de Resoluciones del Congreso 2020,
- Asesor de Procedimientos del Congreso 2020.

7.3 Informe del Comité de Programa y Políticas (CPP) *[documento del Consejo C97/7.3 - Informe del CPP al Consejo y diapositivas disponibles bajo la referencia C/97/7.3 P PT Informe del CPP al Consejo]*

Jan Olov Westerberg, Presidente del Comité de Programa y Políticas (CPP), informó al Consejo que la mayoría de las discusiones del CPP giraban en torno al Programa, el contexto post-2020 y las 5R, y agradeció al Consejo por sus fructíferas contribuciones del día anterior. A continuación, mencionó algunos aspectos destacados sobre las mociones. Hay 221 mociones, frente a 135 en Hawai'i y 209 en Jeju. El CPP considera que esto es una indicación de la buena salud de la Unión, que demuestra que los Miembros están interesados en influir en lo que está haciendo la UICN. Señaló que gran parte de las mociones están relacionadas con dos grupos temáticos: derechos y gobernanza, y herramientas de conservación y áreas protegidas. Esta repartición es similar a la del último Congreso. Por último, cuando las mociones no tenían un alcance global, las áreas geográficas afectadas con mayor frecuencia eran Meso y Sudamérica, y Asia del Sur y del Este, seguidas de África y Oceanía.

A continuación, Jennifer Mohamed-Katerere, Presidenta del CCG, planteó el tema de las cartas que había recibido el Consejo de varios Miembros preocupados por un artículo publicado en 2017 por la CMDA en el contexto del proceso del CCG para evaluar la solicitud de membresía de una organización. El artículo fue publicado como si fuera la política de la UICN y los Miembros cuestionaron el proceso que permitía a una Comisión hacer esto. La Presidenta del CCG aseguró al Consejo que al evaluar las solicitudes de membresía, si existen tensiones, el CCG siempre pregunta a los Miembros si están dispuestos a trabajar juntos de manera colaborativa. Sin embargo, durante las discusiones del CPP salió a la luz que varios Miembros estaban involucrados en una campaña contra esta organización. La Presidenta del CCG planteó al Consejo las siguientes cuestiones: cómo abordar los conflictos entre Miembros, normas adecuadas en relación con las Comisiones, cómo se había permitido que esto sucediera y qué medidas se habían tomado para reparar el daño.

El Presidente del CPP informó al Consejo que el informe del CPP contenía una descripción de la situación, asegurándoles además que el CPP respondería a todos los Miembros que habían escrito cartas. Añadió que uno de los Miembros específicos involucrados había presentado una moción sobre la caza de trofeos, que era un tema muy delicado, y que sin duda sería uno de los principales debates del Congreso. El Grupo de Trabajo de Mociones se ocupará de esta moción.

La Vicepresidenta de la CMDA, Denise Antolini, aseguró al Consejo que había estado trabajando sin descanso con la Secretaría para remediar esta situación y seguir adelante. Habían ideado una formación colaborativa que fortalecerá tanto a la Unión como al trabajo de las Comisiones. Diseñada para ser utilizada con la Unidad de Apoyo a las Comisiones, el Grupo de Comunicaciones y todas las capas de las Comisiones, aborda tres temas: 1) ¿Cómo gestionar las publicaciones en la parte del sitio web dedicado a las Comisiones? 2) ¿Cómo gestionar las comunicaciones entre los diferentes componentes que necesitan reaccionar ante semejantes problemas? y 3) Educación adicional sobre lo que es la política de la UICN para que la información no se malinterprete con respecto a lo que se pretendía.

La Presidenta del CCG destacó la importancia de aclarar la situación durante esta reunión del Consejo, ya que se requerirá que muchos Consejeros hablen con sus Miembros, en las regiones, explicando lo sucedido y qué acciones se han tomado para remediar la situación. Se sintió alentada al saber que el CPP escribiría a todos los Miembros que hayan enviado cartas y destacó que el CPP debería considerar enviar cartas a los Consejeros Regionales que también habían recibido cartas. El Presidente del CPP respondió que consultaría con el Secretario del Consejo sobre la forma correcta de hacerlo, pero que era consciente de la importancia de mantener informados a todos los Consejeros.

La DGI proporcionó más información sobre la situación actual. La Secretaría ha añadido algunas notas del editor al artículo en el sitio web y ha hecho una declaración para aclarar las cosas sobre el artículo de 2017, proporcionando enlaces a todos los documentos relevantes producidos en ese momento. La Secretaría ha estado gestionando los medios de comunicación y el interés para este tema está disminuyendo. No obstante, es posible que se sigan recibiendo algunas cartas de los Miembros, ya que la búsqueda de trofeos sigue siendo un tema delicado que implica posiciones muy diferentes. Respondiendo a la opinión de un Consejero de que debería haber un conjunto de puntos de conversación de alto nivel para los Consejeros y el personal, incluido un contacto para preguntas, la DGI recomendó que los Consejeros se refieran a la declaración publicada en el sitio web cuando se les pregunte sobre este tema.

Un último punto hecho tanto por la Presidenta del CCG como por el Presidente del CPP fue que cuando los Miembros son admitidos en la Unión, se comprometen a tratar a otros Miembros con buena fe, y esto debe enfatizarse. Parte de la respuesta de la UICN a esta situación debe incluir una mención de esto, destacando que los Miembros deben comunicarse de manera colaborativa.

DECISIÓN DEL CONSEJO C/97/12
El Consejo de la UICN,
Por recomendación de los comités permanentes del Consejo y del Comité de Organización del Congreso,
aprueba los informes escritos de los comités permanentes del Consejo de la UICN y del Comité de Organización del Congreso[1], revisados según sea el caso durante la reunión del Consejo:
1. Comité de Programa y Políticas (**Anexo 7**);
2. Comité de Finanzas y Auditoría (**Anexo 8**);
3. Comité de Gobernanza y Constituyentes (**Anexo 9**); y
4. Comité de Organización del Congreso (**Anexo 10**).

Punto 4 del orden del día. Discusión estratégica (continuación)

4.5 Estado de las "Prioridades estratégicas del Consejo 2017-2020"

El Presidente mostró las 13 prioridades y productos del Consejo, así como las fechas de entrega. No hubo decisiones que tomar, ya que todas parecen estar en camino de cumplirse.

Punto 8 del orden del día. Otros asuntos

Varios Consejeros abrieron una discusión sobre la densidad del orden del día del Consejo, con cada minuto asignado a presentaciones y discusiones, y destacaron el hecho de que las reuniones a menudo se retrasan. Hubo consenso general

[1] Las decisiones del Consejo presentadas en los informes escritos de los comités permanentes aprobados por el Consejo se enumeran por separado en el presente documento.

en que podría ser beneficioso prolongar las reuniones, de modo que los miembros tuvieran tiempo de recuperarse y, por lo tanto, fueran más productivos. A pesar de los esfuerzos de algunos de los comités permanentes para reducir al mínimo el número de temas discutidos en las reuniones, es difícil discutir algunos temas sin una reunión. El Presidente acordó discutir este asunto con la DGI.

Varios Consejeros destacaron que a pesar de las largas jornadas, esta reunión del Consejo se había desarrollado de forma distendida y agradable, un punto con el cual el Presidente estuvo de acuerdo. Reiteró que cuando hay buena voluntad, se toman decisiones de calidad. También destacó que si bien se ha realizado un gran trabajo, aún queda mucho por hacer en poco tiempo. A continuación, agradeció a todos los presentes por sus contribuciones.

Se levantó la sesión.

Annex A

Council members present at the 97th Council meeting
(19-22 October 2019)

PRESIDENT
Mr Zhang Xinsheng, China

TREASURER
Mr Nihal Welikala, Sri Lanka/UK

REGIONAL COUNCILLORS

Africa
Mr Mamadou Diallo, Senegal
Ms Jennifer Mohamed-Katerere, South Africa

Meso and South America
Mr Marco Vinicio Cerezo Blandon, Guatemala
Ms Jenny Gruenberger, Bolivia
Mr Lider Sucre, Panamá

North America and the Caribbean
Mr Rick Bates, Canada
Mr Sixto J. Inchaustegui, Dominican Republic
Mr John Robinson, USA, Vice-President

South and East Asia
Mr Malik Amin Aslam Khan, Pakistan, Vice-President
Mr Amran Hamzah, Malaysia
Mr Masahiko Horie, Japan
Mr Mangal Man Shakya, Nepal

West Asia
Ms Shaikha Salem Al Dhaheri, UAE
Mr Said Ahmad Damhoureyeh, Jordan
Mr Ayman Rabi, Palestine

Oceania
Mr Andrew Bignell, New Zealand
Mr Peter Michael Cochrane, Australia
Ms Ana Tiraa, Cook Islands, Vice-President

East Europe, North and Central Asia
Ms Natalia Danilina, Russian Federation
Mr Michael Hošek, Czech Republic
Ms Tamar Pataridze, Georgia

West Europe
Ms Hilde Eggermont, Belgium
Mr Jonathan Hughes, United Kingdom
Mr Jan Olov Westerberg, Sweden

COMMISSION CHAIRS

Commission on Ecosystem Management
Ms Angela Andrade, Colombia

Commission on Education and Communication
Mr Sean Southey, Canada/South Africa

Commission on Environmental, Economic and Social Policy
Ms Kristen Walker Painemilla, Chair, USA

Species Survival Commission
Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law
Mr Antonio Herman Benjamin, Brazil

World Commission on Protected Areas
Ms Kathy MacKinnon

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT
Mr Norbert Baerlocher, Switzerland

APPOINTED COUNCILLOR
Mr Ramiro Batzin Chojoj, Guatemala

ACTING DIRECTOR GENERAL
Ms Grethel Aguilar

97ª Reunión del Consejo de la UICN
Gland, 19-22 de octubre de 2019

DECISIONES[1]

Dec. #	Decisión del Consejo
Orden del día (punto 1 del orden del día)	
C97/1	El Consejo de la UICN, Adopta el orden del día de su 97ª reunión (versión 3.0 de fecha 15 de octubre de 2019). (**Anexo 1**)
Plan de trabajo y Presupuesto de la UICN para 2020 (punto 7 del orden del día)	
C97/2	El Consejo de la UICN, *Por recomendación* del Comité de Programa y Políticas, Aprueba el Plan de trabajo de la UICN 2020, incluyendo los Planes de trabajo de las Comisiones (**Anexo 2**) *Por recomendación* del Comité de Finanzas y Auditoría, Aprueba el Presupuesto de la UICN 2020, sujeto a la adición de 350.000 CHF en concepto de gastos relacionados con el Congreso de la Comisión Mundial 2020 de Derecho Ambiental (CMDA), que se financiarán a partir de las reservas. (cf. Anexo 2)
Evaluación externa de la gobernanza de la UICN (Punto 4.5 del orden del día)	
C97/3.	El Consejo de la UICN, *Consciente* de la decisión C/97/6 del Consejo y de la decisión B/XV de la Junta Directiva por las que se establece el Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión a la evaluación externa de la gobernanza de la UICN, Acoge con satisfacción el proyecto de respuesta de gestión preparado por el Grupo de Trabajo del Consejo y examinado por el Comité de Gobernanza y Constituyentes, Invita a los miembros del Consejo a que transmitan sus observaciones al Grupo de Trabajo del Consejo a más tardar el 8 de noviembre de 2019, Pide al Grupo de Trabajo del Consejo que presente un borrador final a la Junta Directiva del Consejo de la UICN, a tiempo para que éste haga una recomendación al Consejo para su aprobación antes de finales de 2019.
Asuntos presentados por el Comité de Organización del Congreso (COC) (Punto 6 del orden del día)	
C97/4	El Consejo de la UICN, *Por recomendación* del Comité de Organización del Congreso, Pide a la Junta Directiva del Consejo de la UICN que considere y apruebe cualquier propuesta urgente que el COC pueda presentar en el período comprendido entre las reuniones 97ª y 98ª

[1] La redacción definitiva de las decisiones está sujeta a la aprobación por el Consejo de las actas resumidas, de acuerdo con el artículo 52 del Reglamento.

	del Consejo, sujeto a la validación del Consejo de conformidad con el Artículo 58 del Reglamento.
C97/5	El Consejo de la UICN, *Por recomendación* del Comité de Organización del Congreso de 2020, aprueba el proceso de identificación de los miembros de los Comités del Congreso 2020 (**Anexo 3**).
Asuntos presentados por el Comité de Constituyentes y Gobernanza (CCG) (Punto 7.2 del orden del día)	
Modificación del Reglamento	
C97/6	El Consejo de la UICN, *Por recomendación* del Comité de Constituyentes y Gobernanza, de conformidad con los artículos 101-102 de los Estatutos, 1. Adopta en primera lectura las enmiendas propuestas a los artículos 14 y 15 del Reglamento con el objetivo de aclarar el proceso de admisión de los Miembros: *14. El Director General enviará por correo a los Miembros de la UICN ~~con derecho a voto~~ las solicitudes de admisión junto con la oportuna información sobre los candidatos.* *15. Cuando un Miembro ~~con derecho a voto~~ ejerza su derecho a presentar objeciones a una solicitud de admisión, las objeciones deberán llegar a manos del Director General dentro de las cuatro semanas a partir de la notificación hecha por el Director General según el artículo 14.* 2. Decide añadir las enmiendas propuestas al orden del día de la próxima reunión del Consejo de la UICN (febrero de 2020) para su aprobación en segunda lectura, modificadas según sea el caso tras consulta de los Miembros de la UICN, tal y como exigen los artículos 101-102 de los Estatutos.
Estrategia de Membresía	
C97/7	El Consejo de la UICN, *Por recomendación* del Comité de Gobernanza y Constituyentes (CGC), *Teniendo en cuenta* las múltiples consultas con los Miembros de la UICN y los comentarios recibidos de los Miembros de la UICN durante los Foros Regionales de la Conservación y en línea, *Preocupado* para que se apruebe la Estrategia de Membresía lo antes posible para que se pueda comenzar a implementar sin demora, Pide a la Junta Directiva que apruebe la Estrategia de Membresía, sujeto a la integración por el CGC de cualquier otro comentario recibido de los miembros del Consejo antes del final de la tercera semana de noviembre y de los Miembros de la UICN durante el Foro Regional de la Conservación de Asia (FRC) que se celebrará en Islamabad del 6 al 8 de noviembre de 2019, tan pronto como sea posible después del FRC.
Procedimiento para la provisión de vacantes en el Consejo	

C97/8	El Consejo de la UICN, *Por recomendación* del Comité de Gobernanza y Constituyentes, 1. Aprueba el procedimiento para la provisión de vacantes en los puestos de Tesorero, Presidente de Comisión y Consejero Regional de conformidad con el Artículo 47 del Reglamento, en su forma revisada (**Anexo 4**), 2. Decide que se integre al Manual del Consejo, en sustitución de los artículos 19 a 21 del mismo y de cualquier decisión anterior del Consejo o de su Junta Directiva relativa al procedimiento para la provisión de vacantes en los puestos de Tesorero, Presidente de Comisión y Consejero Regional.
Solicitudes de admisión	
C97/9	El Consejo de la UICN, *Por recomendación* del Comité de Gobernanza y Constituyentes, Aprueba la admisión de 45 organizaciones e instituciones en calidad de Miembros, (**Anexo 5**) Aplaza el examen de 11 organizaciones a su próxima conferencia telefónica o reunión en persona. (cf. Anexo 5)
Reconocimiento de los Comités Nacionales	
C97/10	El Consejo de la UICN, *Por recomendación* del Comité de Gobernanza y Constituyentes, Reconoce al Comité Nacional de la UICN de Chile y al Comité Nacional de la UICN de Camboya, Recomienda a esos Comités trabajar con la Oficina de la Asesora Jurídica para mejorar el texto de sus respectivos estatutos en puntos concretos a efectos de aclaración.
Términos de Referencia del Comité de Candidaturas del Consejo	

C97/11	El Consejo de la UICN, *por recomendación* del Comité de Gobernanza y Constituyentes, de conformidad con la decisión C/95/2 del Consejo, 1. Aprueba los Términos de Referencia del Comité de Candidaturas del Consejo (**Anexo 6**) y el proceso de nombramiento de sus miembros, 2. Invita a los miembros del Consejo a que expresen su interés en convertirse en miembros del Comité de Candidaturas al Presidente a más tardar el 29 de octubre de 2019, 3. Pide a los Vicepresidentes, actuando como Comité de Candidaturas de conformidad con el Artículo 48(c) del Reglamento, que formulen una recomendación a la Junta Directiva para el nombramiento de los miembros del Comité de Candidaturas, teniendo en cuenta las expresiones de interés recibidas de los miembros del Consejo, el equilibrio entre los géneros y las regiones, así como el equilibrio entre los vicepresidentes y miembros del Consejo en su primero y segundo mandato, 4. Toma nota de que el CGC preparará, a tiempo para que la Junta Directiva los pueda aprobar antes de finales de 2019, los Términos de Referencia de: • Comité de Finanzas y Auditoría del Congreso 2020, • Comité de Gobernanza del Congreso 2020, • Comité de Programa del Congreso 2020, • Comité de Resoluciones del Congreso 2020, • Asesor de Procedimientos del Congreso 2020.
Informes de los comités permanentes del Consejo de la UICN y del Comité de Organización del Congreso (Puntos 6 y 7 del orden del día)	
C97/12	El Consejo de la UICN, *Por recomendación* de los comités permanentes del Consejo y del Comité de Organización del Congreso, aprueba los informes escritos de los comités permanentes del Consejo de la UICN y del Comité de Organización del Congreso[2], revisados según sea el caso durante la reunión del Consejo: 1. Comité de Programa y Políticas (**Anexo 7**); 2. Comité de Finanzas y Auditoría (**Anexo 8**); 3. Comité de Gobernanza y Constituyentes (**Anexo 9**); y 4. Comité de Organización del Congreso (**Anexo 10**).

23.10.2019

[2] Las decisiones del Consejo presentadas en los informes escritos de los comités permanentes aprobados por el Consejo se enumeran por separado en el presente documento.

97ª Reunión del Consejo de la UICN
Sede, Gland (Suiza), 19-22 de octubre de 2019

Agenda v 3.0

(Aprobado por el Consejo de la UICN en su 97ª reunión, 19-22 de octubre de 2019)

Lunes 21 de octubre de 2019 - Sesiones plenarias

Punto del orden del día
Punto 1 del orden del día: **Palabras de apertura del Presidente y aprobación del orden del día**
Punto 2 del orden del día: **Asuntos presentados por la Junta Directiva** *(a menos que se incluyan en otros puntos relevantes del presente orden del día)*
Punto 3 del orden del día: **Informe de la Directora General interina**
Punto 4 del orden del día: **Discusión estratégica** **4.1 Plan estratégico para asegurar la sostenibilidad financiera a largo plazo de la UICN** *Presentación del concepto de un plan estratégico para asegurar la sostenibilidad financiera a largo plazo de la UICN, preparado por el Grupo de Trabajo sobre Planificación Financiera después de 2020, establecido por el Comité de Finanzas y Auditoría, seguido de un debate*
Almuerzo de trabajo para los miembros del Consejo sobre conflictos de intereses
4.2 Proyecto de Programa de la UICN 2021-2024 *Presentación, por parte del Comité de Programa y políticas (CPP) de los comentarios recibidos en línea y durante los Foros Regionales de la Conservación sobre el proyecto de Programa publicado el 7 de mayo de 2019, y recomendaciones del CPP para seguir desarrollando el proyecto de Programa de la UICN 2021-2024 para su aprobación por el Consejo en febrero de 2020 con el fin de presentarlo al Congreso 2020*
4.3 Del Congreso 2020 de la UICN a la COP15 del CDB: optimizar las oportunidades para influir en el Marco post-2020 para la biodiversidad
4.4 Actualización de la Junta Directiva y del Comité de Búsqueda de un DG sobre la contratación de un nuevo Director General de la UICN
4.5 Respuesta de gestión a la Evaluación Externa de la gobernanza de la UICN *Presentación de las propuestas elaboradas por el Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión a la Evaluación Externa de la Gobernanza de la UICN. La discusión correspondiente tendrá lugar el 22 de octubre de 2019*
Punto 5 del orden del día: **Sesión anual del Consejo sobre las actividades de las comisiones (parte 2)** **5.1 Presentación de los informes de la CSE, la CMDA y la CMAP, por parte de los Presidentes de la Comisión respectivos** *Presentación de los tres informes restantes para 2019 (20' por presentación), tras las presentaciones de la CGE, la CPAES y la CEC en marzo de 2019* **5.2 Discusión sobre el desempeño de las Comisiones**
Cena del Consejo *[Cafetería]*

Martes 22 de octubre de 2019 - Sesiones plenarias

Punto del orden del día
Punto 4 del orden del día: **Discusión estratégica** (continuación) **4.5 Respuesta de gestión a la Evaluación Externa de la gobernanza de la UICN** *Discusión y decisión sobre las propuestas preparadas por el Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión*
Punto 6 del orden del día: **Informe del Comité de Organización del Congreso (COC)**
Punto 7 del orden del día: **Informes de los comités permanentes del Consejo** *Los programas de los comités se adjuntan como anexo 1.* **7.1 Informe del Comité de Finanzas y Auditoría (CFA)**
Almuerzo
Punto 7 del orden del día: **Informes de los comités permanentes del Consejo** (continuación) **7.2 Informe del Comité de Constituyentes y Gobernanza (CCG)**
7.3 Informe del Comité de Programa y Políticas (CPP)
Punto 4 del orden del día: **Discusión estratégica** (continuación) **4.6 Estado de las "Prioridades Estratégicas del Consejo 2017-2020"** (artículo 44*bis* **del Reglamento;** decisiónC/95/6 anexo 7) *Al final de su reunión, el Consejo examina el estado de las prioridades estratégicas del Consejo a la luz de los resultados de la reunión y toma todas las medidas necesarias para garantizar su cumplimiento para el Congreso de 2020.*
Punto 8 del orden del día: **Otros asuntos**

Anexo 1

Sábado 19 y domingo 20 de octubre de 2019

Punto del orden del día/Contenido
Reuniones de los comités permanentes del Consejo de la UICN *Los ordenes del día de los comités forman parte integrante del orden del día del Consejo. Los comités suspenderán sus reuniones el sábado 19 de octubre de 2019 por la tarde, lo que permitirá a los grupos de tarea realizar reuniones cara a cara y preparar su informe para presentarlo en el comité permanente correspondiente el 20 de octubre de 2019.* *Todos los miembros del Consejo están invitados al almuerzo de trabajo sobre "El Enfoque R, Programa de la UICN y biodiversidad post-2020", el domingo 20 de octubre de 2019 de 12:30 a 14:00 en la cafetería.*
Comité de Programa y Políticas (50ª reunión) **1. Proyecto de Plan de Trabajo de la UICN 2020, incluyendo los Planes de Trabajo de las Comisiones para 2020, para su presentación al Consejo para su aprobación** **2. Cuestiones específicas de Programas y Políticas** 2.1 **Informe de avance del Grupo de tarea sobre el Marco Mundial post-2020 para la Biodiversidad** *(reunión del 19 de octubre de 19:00 a 21:00)* 2.2 **Informe del Punto Focal Mundial del Consejo sobre Océanos** 2.3 **TdR y establecimiento de un Grupo de tarea sobre Derechos Humanos y Medio Ambiente** - *Seguimiento de CPP47, marzo de 2019* 2.4 **Posición y acción de la UICN con respecto a los incendios forestales tropicales en todo el mundo, considerando especialmente el contexto de deforestación y degradación forestal en América del Sur** **3. Proyecto de Programa de la UICN 2021-2024** • *Síntesis provisional de las observaciones y comentarios recibidos sobre el proyecto de Programa 2021-2024 publicado el 7 de mayo de 2019 con fines de consulta en línea y durante los FRC (fecha límite para comentarios: 30 de septiembre de 2019).* • *Informe de situación sobre el desarrollo del proyecto de Programa de la UICN 2021-2024 que será aprobado por el Consejo en febrero de 2020 con el fin de presentarlo al Congreso 2020.* **4. Actualización sobre el desarrollo del Portal de Proyectos** *(solicitada por el CPP47, marzo de 2019)* **5. Actualización anual sobre las Evaluaciones** **6. Seguimiento de las tareas** *(Resoluciones del Congreso 2016 que requieren una acción del Consejo)* 6.1 **Actualización sobre el desarrollo de la Clasificación del Impacto Ambiental de Taxa Exóticos de la UICN (EICAT)** (WCC-2016-Res-018) *Aplazada del CPP47, marzo de 2019* 6.2 **Actualización sobre el desarrollo de una declaración de política sobre la importancia de la conservación de los bosques primarios** (WCC-2016-Res-045) *Seguimiento del CPP47, marzo de 2019* 6.3 **Actualización sobre los avances en la implementación de las resoluciones WCC-2016-Res-030 (ICCAs) y** WCC-2016-Res-075 **(culturas indígenas)** 6.4 **Seguimiento de laresolución** WCC-2016-Res-069 ***Definición de las Soluciones basadas en la Naturaleza*** en relación con la moción patrocinada por el Consejo *"Elaboración de un Enfoque normalizado para la implementación de Soluciones basadas en la Naturaleza a los desafíos de la sociedad"* **7. Actualización sobre el proceso de mociones del Congreso 2020** - *incluyendo el papel de los miembros del Consejo durante la discusión en línea de las mociones, en particular las mociones patrocinadas por el Consejo* **8. Informes de los grupos de tarea establecidos por el CPP:** 8.1 GT Urbano *(reunión el 19 de octubre de 17:00 a 19:00)*

8.2 GT Sector Privado *(reunión el 19 de octubre de 15:00 a 17:00)*
8.3 GT Cambio Climático *(reunión el 19 de octubre de 13:00 a 15:00)*

9. Otros asuntos anunciados con antelación
9.1 Discusión tras la nueva publicación de la opinión de 2017 del Grupo de Especialistas en Ética de la Comisión Mundial de Derecho Ambiental (CMDA) de la UICN y la declaración de la UICN al respecto

Comité de Finanzas y Auditoría (CFA) (69ª reunión)

1. **Bienvenida y aprobación de la agenda**
2. **Examen de las actas de la reunión anterior y estado de los puntos de seguimiento y decisiones adoptados**
3. **Informe de la Responsable de la Unidad de Supervisión**
4. **Informe de la Asesora Jurídica**
5. **Actualización de los proyectos relativos a sistemas de información**
6. **Implementación de las normas financieras para las Comisiones**
7. **Congreso 2020**
8. **Resultados financieros hasta finales de septiembre de 2019 y previsiones para 2019**
9. **Actualización sobre la movilización de recursos**
10. **Actualización sobre inversiones y rendimiento de la cartera**
11. **Examen del proyecto de Presupuesto de la UICN para 2020, que será presentado para su aprobación al Consejo**
12. **Actualización sobre la gestión de riesgos**
13. **Planificación financiera post-2020 (incluyendo el informe del Grupo de Tarea)**
14. **Plan financiero 2021-2024**
15. **Objetivo de reservas**
16. **Informe del Grupo de Tarea conjunto CFA/CCG sobre las cuotas de membresía**
17. **Nombramiento de los auditores para 2021-2024**
18. **Fondos traspasados del 1r Congreso Mundial de Derecho Ambiental de la UICN**
19. **Otros asuntos**

Comité de Constituyentes y Gobernanza (CCG) (22ª reunión)

1 Asuntos relacionados con la gobernanza

1.1 Mejorar la gobernanza de la UICN, incluyendo las enmiendas propuestas a los Estatutos, Reglas de Procedimiento y Reglamento:

1.1.1 Revisión de los comentarios de los Miembros de la UICN recibidos durante los Foros Regionales de la Conservación y en línea, y posible revisión de las propuestas, sobre:

1.1.1.1 Inclusión de los gobiernos subnacionales en la membresía de la UICN
1.1.1.2 Procedimientos de elección e inclusividad de los territorios dependientes
1.1.1.3 Establecer un cargo por elección de Consejero Indígena
1.1.1.4 Modificación del término “Consejero Regional”
1.1.1.5 Mejoras en el proceso de mociones
1.1.1.6 Rol de las Comisiones en los Comités Nacionales y Regionales

1.1.2 Propuestas sobre otros temas para octubre de 2019:

1.1.2.1 Enfoque integral de género en la UICN
1.1.2.2 Establecimiento / normas de funcionamiento / supervisión de los Comités Nacionales, Regionales e Interregionales (CIR), incl. discusión sobre el alcance y propósito de los CIR
1.1.2.3 Aclaración del proceso de admisión y derechos de los Miembros
1.1.2.4 Proceso armonizado para la provisión de vacantes en los puestos de Tesorero, Presidente de las Comisiones y Consejero Regional.

1.1.3 Revisión de la tabla actualizada de “Áreas de mejora de la gobernanza de la UICN” e

identificación de cualquier reforma de la gobernanza que se haya obviado o que aún no se haya incluido en la lista

1.2 **Respuesta de gestión a la Evaluación Externa de la Gobernanza de la UICN**

1.2.1 Examen de las propuestas del Grupo de Trabajo del Consejo establecido por la Junta Directiva (Decisión B/XV, 28 de junio de 2019, p. 8) de conformidad con la decisión C/96/6 del Consejo.

1.2.2 Revisión y posibles modificaciones de los Estatutos y Reglamento relativos al papel del Presidente, el Tesorero y los presidentes de los comités permanentes

1.3 Revisión de los Compromisos de Desempeño de los Consejeros de la UICN (anexo 5 del Manual del Consejo) *para incluir un compromiso expreso de cumplir con la Política de Protección de datos de la UICN (decisión C/96/26 del Consejo)*

2 Asuntos relacionados con los constituyentes

2.1 Comentarios de los Miembros sobre la Estrategia de Membresía - presentación de la versión 4.0

2.2 Actualización sobre la membresía de la UICN

2.3 Solicitudes de admisión

2.4 Cambios de nombre o de categoría de los Miembros

2.5 Comités Nacionales, Regionales e Interregionales
Incluyendo el reconocimiento de los comités recientemente establecidos y la revisión de los estatutos de los comités existentes, si se recibe alguna solicitud

2.6 Cotizaciones de los Miembros

2.6.1 Informe del Grupo de Tarea conjunto CCG/CFA sobre las cotizaciones de los Miembros

2.6.2 Actualización sobre los Miembros cuyos derechos fueron rescindidos por voto electrónico de los Miembros de la UICN en 2018 y sobre los Miembros cuyos derechos serán rescindidos por el Congreso 2020

3 Congreso Mundial de la Naturaleza

3.1 Consideración de las propuestas formuladas por el jurado establecido por el CCG en su 20a reunión (marzo de 2019) para el nombramiento de candidato(s) a la medalla John C. Phillips y a la membresía honoraria de la UICN

3.2 Términos de Referencia de los Comités de Gobernanza, de Programa, de Resoluciones y de Finanzas y Auditoría del Congreso 2020, así como del Asesor de Procedimientos del Congreso 2020

4 Otros asuntos

IUCN 2020 Work Plan and Budget

COUNCIL DECISION C97/2

The IUCN Council,
On the recommendation of the Programme and Policy Committee,
Approves the IUCN 2020 Work Plan including the Commissions' Work Plans, (**Annex 2**)
On the recommendation of the Finance and Audit Committee,
Approves the IUCN 2020 Budget, subject to the addition CHF 350,000 in expenditure in respect of the 2020 World Commission on Environmental Law (WCEL) Congress to be funded from reserves. (cf. Annex 2)

Hereafter follows the IUCN 2020 Work Plan and Budget as approved by the IUCN Council (i.e. with the addition in the IUCN 2020 Budget requested by Council decision C97/2).

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EXECUTIVE SUMMARY

The 2020 Work Plan and Budget is the overarching strategic planning document for the fourth and final year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is submitted for Council's approval. In part I, it reports on progress against the 2019 plan and what will be delivered in 2020, based on the target results established at the beginning of the intersessional period (February 2017). In part II, it provides detailed budget information, including trends and analysis on core and project income and expenditure, staffing and staff costs, investments in information systems, and reserves. In part III, it highlights key risks and risk response in the delivery of the plan and budget for 2020.

Part I. The IUCN Work Plan for 2020

In 2020, IUCN will experience a significant increase in the portfolio value of projects in implementation (C list) breaching the ceiling of CHF400 million. With more than 50% of projects having a duration beyond 3 ½ years, this provides a strong foundation for completing the current quadrennial Programme and also to deliver an ambitious Programme 2021-2024. The previous work plan 2019 forecasted a strong pipeline of projects under development (B list) which have materialized to populate an expanded C list of projects for 2020 with an increasing average value. As a consequence, the B list for 2020 returns to 2017 levels with the main difference being the large share (49%) of portfolio value by the Implementing Agency role and a marked decrease in the share and value of thematic initiatives under development. The Green Climate Fund enters the budget for the first time directly among the top 9 donors, which represent nearly 60% of the project portfolio budget. The main programmatic challenge for 2020 will be to deliver on this large portfolio while supporting a healthy pipeline of future initiatives.

The 2019 Work Plan will continue to deliver on the global agenda worldwide through the One Programme Approach. Contributions to the SDGs and the Aichi Targets have remained stable. SDG 15 (Life on land) and SDG 13 (Climate action) continue to account for the highest level of project mapping with 37% (down from 46%) and 13% (up from 12%) of all budget allocations respectively. We see a significant increase in the contributions to SDG 14 Life Under Water and SDG 16 on Peace and Justice. The main Aichi Targets IUCN Contributes to are Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). Almost 65% of C List projects will engage Members, Commissions or Committees, hereby confirmed the strong uptake of the One Programme approach.

In 2020, IUCN must continue strengthening the organization in preparation for the Programme 2021-2024 while delivering an outstanding World Conservation Congress. The delivery of the draft Programme 2021-2024 is a key priority for the first quarter of 2020. After the Secretariat moved to online project cycle management in 2019, the Portal 3.0 will provide enhanced functionality for results-based portfolio, program and project management. The online project workflow already allows a major reduction in project infrastructure risk by systematically developing and approving the ABC project list and enabling portfolio management at multiple levels. We also expect to adopt IUCN's first Access to Information Policy and implement it through an Open Portal accessible to the greater public. IUCN will also strengthen its strategic engagement by renewing or establishing partnerships with Framework donors and other bilateral and multilateral agencies including the GEF and the GCF, further implementing the Membership Strategy, and cultivating the increased recognition of IUCN brought about by the Congress. Resource management will significantly improve when the time recording system is implemented, and the shift from a Vacancy Management to a Workforce Planning approach is completed.

The IUCN Work Plan 2020 assesses anticipated achievement for 2020 against each of the 30 IUCN Programme 2017-2020 Targets (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020) based on the expected results for 2019 and the planned results for 2020. By the end of the quadrennial Programme, overall achievement of the Programme targets would be high with potentially some areas of delay or underperformance for only 3 out of 30 targets. No target would see no progress or no significant progress against 6 targets being flagged midterm in the Annual Report 2018.

Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020

Target achieved	On track to achieve target	Progress towards target but at an insufficient rate	No significant overall progress	No Progress

#	Target description	2018 AR	2020 WP
Programme Area 1. Valuing and conserving nature			
1	The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.		
2	The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.		
3	Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.		
4	2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.		
5	IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.		
6	The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.		
7	New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.		
8	The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.		
9	Targeted conservation actions lead to the recovery of species and ecosystems.		
10	Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.		
11	Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment		
12	NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature		
Programme Area 2. Promoting and supporting effective and equitable governance of natural resources			
13	IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.		
14	Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed		
15	Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature		
16	Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor – have increased		
17	The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.		
18	Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased		
19	Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance		
20	International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas		
21	The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.		
Programme Area 3. Deploying nature-based solutions to societal challenges			
22	IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities		
23	IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels		
24	Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation		
25	Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented		
26	Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted		
27	Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened		
28	New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'.		
29	Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.		
30	Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.		

Programme Area 1. Valuing and conserving nature

SR 1.1 – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated

Expected status by end 2020: Progress towards target but at an insufficient rate. The Red List of Threatened Species now includes more than 105,700 species assessed. The completion of the Global Typology is a key milestone for conservation. It provides a robust taxonomic framework for ecosystems that is able to accommodate local ecosystem descriptions. Furthermore, 11 countries conducted a national RLE assessment and 3 global assessments are completed or underway. IUCN implemented 70 Green List assessments. Five additional Key Biodiversity Areas were identified in the Mediterranean. Progress against this sub-result accelerated in 2019 but the ambitious 2020 targets on the IUCN Red List (target 1), on the Red List of Ecosystems (target 2) and on Key Biodiversity Areas (target 4) are unlikely to be fully met on time.

In 2020, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Brazil, New Caledonia and the United Arab Emirates.

SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated

Expected status by end 2020: On track. In 2019, IUCN continued to provide expertise and sense of urgency in all position papers and other relevant input to major policy arenas (e.g. Rio Conventions, the SDGs, CITES and the WHC). The Guidance on Other Effective Area-Based Conservation measures (OECM) was tested in 10 countries. IUCN provided advice to CITES in preparation of CoP18, particularly on IWT, livelihoods and the participation of rural communities. IBAT reached 58 subscriptions. IUCN SSC guidance to support sustainable trade in wild snakes was published, and concluded a project to build capacity for implementation of CITES relating to captive-bred specimens through regional workshops for CITES Authorities in Southeast Asia and Latin America.

In 2020, IUCN will reflect urgency for implementing, and contribute to the design of the post-2020 global biodiversity framework and the review of NDCs under the Paris Climate Agreement to ensure proper reflection of ecosystem-based dimensions. The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least other ten countries. IUCN will continue the engagement and contribution to the policy development processes in relation to the motion on NC and undertake required follow up after its adoption at the 2020 WCC. The IBAT will reach 80 subscriptions. IUCN will ensure WH sites with issues related to CITES listed species are factored into joint GSP/WHP proposal to create an SOS WH Initiative.

SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures

Expected status by end 2020: On track. In 2019, conservation actions for species and ecosystems included SOS (African Wildlife Initiative, Central Asia, Gibbons and Lemurs). The ITHCP and BEST 2.0 launched new call for proposals. BIOPAMA II enhanced the management and governance of at least 10 protected areas.12 new organizations and 25 IUCN members committed to implement programmes under the #NatureForAll initiative.

In 2020, conservation actions for species and ecosystems are to include a regional Protected Areas Coordination Mechanism for West Africa established, BIOPAMA II enhance management in all regions for at least 6 countries, EICAT submitted to the IUCN Council for adoption as a Standard, and the continuous increase of partners and success stories for #NatureforAll.

Programme Area 2. Promoting and supporting effective and equitable governance of natural resources

SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN

Expected status by end 2020: On track. In 2019, the Natural Resource Governance Framework (NRGF) tools and standards were disseminated and promoted with applications in Nairobi, Mozambique and Kenya IUCN plans compiled lessons learned from the governance assessments performed to assess good governance, and completed the development of the Indigenous Members' strategy. Mesoamerican representatives organized a meeting with South American IPOs at the South American World Parks Congress for discussion, and three active CEPF grants supported community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region.

In 2020, the focus resides in completing the NGRF induction in the different Regions, and scale the usage in Global and regional programmes where NGRF has already been implemented. The NGRF publication launch event will take place during the World Congress 2020. Additional governance assessments will be conducted and geospatial-monitoring data will be systemized and used for decision-making. IUCN will continue to support community-led governance systems in Mesoamerica, Asia and Pacific Island countries.

SR 2.2 - 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.

Expected status by end 2020: On track. In 2019, IUCN facilitated and increased IPO membership and supported IPOs to implement their strategy. IUCN also supported the development and implementation of climate change Gender Action Plans (ccGAPs) three new countries. IUCN continued with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN also supported the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland and extended its training on international water law in four new basins.

In 2020, IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2020 World Heritage Committee. New updated tools to support implementation of gender policy will be launched, including Framework for Conducting Gender Analysis and GBV Guidelines. IUCN will continue collaboration with partners to publish the authoritative commentary to the "IUCN World Declaration on the Environmental Rule of Law" and policy papers to encourage understanding and application in multiple languages

SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened

Expected status by end 2020: On track. In 2019, IUCN made good progress in supporting the establishment of transboundary regional agreements. IUCN continued supporting transboundary water governance in Central America, Eastern and Southern Africa and West and Central Africa. IUCN supported the on-going process for adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea, the adoption of MPAs at CCAMLR (Convention on the Conservation of Antarctic Marine Resources) and the implementation of a resilient network of MPAs in the Arctic. At the national level, IUCN supported four more countries in Asia for NBSAP implementation.

In 2020, IUCN will continue the support and efforts for progressively build transboundary hydro-diplomacy, launching the 2030 Selva Maya Integral Strategy, providing extended training and facilitating the dialogue among basin parties. IUCN will continue the ongoing support for capacity building, attending to the 2020 UNCLOS meeting on EIA for high seas and Fair and Equitable Distribution of genetic material. IUCN will continue its engagement in Gender-Environment Statistics Expert Group, developing at least one new dataset with EGI methodology and/or facilitating participatory capacity building process in one country.

Programme Area 3. Deploying nature-based solutions to societal challenges

SR 3.1 - 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

Expected status by end 2019: On track. In 2019, IUCN continued with the development of the Nature Based Solutions standard by publishing a paper on NBS principles, revising a paper on the relationship between NbS and similar concepts; and developing a research proposal for testing the NbS standard in case-studies. Furthermore, IUCN showed good progress in the application of NBS support tools at regional level. IUCN developed guidance material for the use of PiN in the context of the Standard on Access and Restriction. IUCN also developed a white paper with draft indicators on human wellbeing and sustainable livelihoods.

In 2020, IUCN will continue engagement with the Council-led motion on the NBS standard and follow up action as may be required after the 2020 WCC. IUCN will continue to strengthen capacities of relevant stakeholders to implement, finance, monitor and scale up and out FLR to support countries in the implementation of their Bonn Challenge pledges. Finally, PiN will be re-organized and transferred from the Economics Unit to the Forest Program, a better fit given that the focus of PiN on economics is limited.

SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all

Expected status by end 2019: On track. In 2019, IUCN continued allocating funds for ecosystem stewardship through the CECF and CEPF. IUCN also established FLR national working groups in five additional countries. As part of The Restoration Initiative (TRI), IUCN developed GEF concepts that include Forest Landscape Restoration (FLR) in two regions.

In 2020, IUCN will continue supporting global and regional offices in policy influencing. IUCN will develop gender responsive FLR in three more countries. IUCN will enhance its fundraising efforts to ensure the establishment of FLR national working groups. IUCN plans to develop GEF concepts in at least two more countries. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism.

SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored

Expected status by end 2019: On track. In 2019**,** IUCN launched the third Bonn Challenge report with data of six countries/landscapes. IUCN documented the development and use of ROAM data in 20 countries. In the Mediterranean, IUCN trained the 13 PAs on ecotourism as revenue generating activity.

By the end of 2020, all 122 countries will complete the LDN target setting, including the 75 financed by IUCN. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also aims to clearly document the development and use of ROAM data in 20 countries. IUCN will continue with the designation of community areas in at least three sites in the East Melanesian Areas.

Part II. The IUCN Budget for 2020

The budgeted operating result for 2020 is a deficit of CHF 0.8m. CHF 0.4m of this will be funded from designated reserves set aside in previous years to fund Congress costs and systems investments, and CHF 0.4m will be funded from general reserves. .

Total expenditure is budgeted at CHF 150.4m compared to a 2019 forecast of CHF 141.1m and actual expenditure of CHF 125.8m in 2018. The budget of CHF 150.4m compares to a 2017-20 Financial Plan projection of CHF 156m.

The core budget is similar to the forecast for 2019 and also in line with the Financial Plan. Total income, inclusive of cost recovery, is budgeted at CHF 67.4m.

The project budget shows a 10% increase compared to the 2019 forecast at CHF 120.9m, in line with the growth in the project portfolio.

Table 2 below shows the total budget broken down into its two components: the core budget (unrestricted) and the project budget (restricted).

Table 2: Budget summary

	2018	2019	2020	2020
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Core budget				
Income	31.4	29.6	28.7	29
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Expenditure	68.6	69.2	68.2	67
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**
Project budget				
Income	**93.4**	**110.4**	**120.9**	**128**
Expenditure	57.5	71.9	82.2	89
Cost recovery	35.9	38.5	38.7	39
Total expenditure	**93.4**	**110.4**	**120.9**	**128**
Operating result	-	-	-	-
Total budget				
Income	124.8	140.0	149.6	157
Expenditure	125.8	141.1	150.4	156
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

Note: cost recovery appears as income in the core budget and as expenditure in the project budget. It represents operating costs funded by project funds.

Part III. Risks Inherent in the Work Plan and Budget 2020

The actual realization of work plan and budget for 2020 will face risks. Delays in project implementation and non-payment of membership dues have been identified as tier 2 high risks. Foreign exchange fluctuations are a tier 4 low risk.

For each risk, a risk response has been adopted and a risk owner is identified in the Secretariat.

PART I: THE WORK PLAN FOR 2020

The 2020 Work Plan corresponds to the provisions of Strategic Planning and Reporting Framework Annex 4 to Council decision C/88/7. It contains evidence of progress against the approved IUCN Programme 2017-2020 Targets as well as the SDGs and Aichi Targets.

1. Introduction

Part I contains the IUCN Work Plan for 2020, the fourth 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 natural resources; and Deploying nature-based solutions to address societal challenges.

The Work Plan is the overarching strategic planning document with inputs from IUCN's global thematic programmes, Commissions and Regions. It provides a high-level snapshot of 2019 progress, and highlights key aspects of IUCN delivery in 2020 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets. It also identifies risks at the target level.

In 2019, all projects in the Portal continued to report on progress on the Targets and Indicators of the IUCN Programme. The online Project Appraisal and Approval System has been active since March 2019. We now have greater insights into PAAS behaviours and the uptake of the PGS. IUCN continues to map all projects to SDGs and Aichi Targets. Work towards the Release 2 of the online Project Appraisal and Approval System (PAAS) continued and completion is previewed for Q4 2019. This will be integrated into the Portal and will streamline project creation and data entry and management. It is envisaged that this will continue in 2020 with streamlining and adaptation of the PGS/PAAS processes to adapt innovative reforms that will support how project portfolios may evolve in the future.

2. State of the project portfolio

2.1 General overview

In the 2020 budget, the portfolio value of projects continues its upward trend compared to 2017 for C list projects. Conversely, for B list projects (proposals) the portfolio value decreases while the average and median durations remain higher than 2017. These two opposite trends reflect the ability to convert proposals on the B list in 2019 into an actual contract in 2020.

Table 2: Basic portfolio information for C List projects 2017-2020 (Budget) [1]

	2017	**2018**	**2019**	**2020**
Number of projects	298	262	244	253
Average duration (yrs)	3.39	3.50	3.86	3.84
Median duration (yrs)	3.00	3.00	3.49	3.66
Average project value (m CHF)	0.99	1.40	1.43	1.59
Median project value (m CHF)	0.23	0.39	0.38	0.27
Portfolio value (m CHF)	294	366	348	404

Table 3: Basic portfolio information for B List Projects 2017-2020 (Budget)[2]

	2017	**2018**	**2019**	**2020**
Number of projects	131	143	136	99
Average duration (yrs)	2.45	2.60	3.01	3.00
Median duration (yrs)	2.57	2.53	3.00	3.66

[1] Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.
[2] Based on annual budget data for B List projects, only restricted funding. Framework funded projects were excluded from the analysis.

Average project value (m CHF)	1.53	1.20	2.55	1.86
Median project value (m CHF)	0.24	0.36	0.48	0.27
Portfolio value (m CHF)	200	171	346	184

More than 60% of the total 2020 project budget is now supported by the top 9 donors. The Green Climate Fund will now appear in the budget. Multilateral donors, such as the GEF, the European Commission and the World Bank have increased in importance vis-à-vis bilateral donors.

Table 4: Top project portfolio donors 2017-2020[3]

Donors	2017 Actuals	2018 Budget	2019 Budget	2020 Budget
Global Environment Facility	4,537,275	6,638,440	11,125,215	21,197,394
European Commission, DG Development	5,928,116	21,236,076	23,821,944	18,494,894
Kreditanstalt für Wiederaufbau	2,985,307	10,927,589	15,822,495	9,491,348
Green Climate Fund	-	-	-	8,132,691
Bundesministerium für Umwelt, Naturschutz und Reak	9,313,841	13,912,282	8,980,593	5,419,575
Swedish International Development Cooperation Agency	3,582,311	7,232,416	4,864,571	4,211,317
The World Bank	1,078,226	2,313,563	2,927,750	2,924,906
Ministry of Foreign Affairs, The Netherlands	3,482,342	3,263,907	-	2,581,322
US Agency for International Development	4,947,494	5,713,210	3,911,855	2,495,927

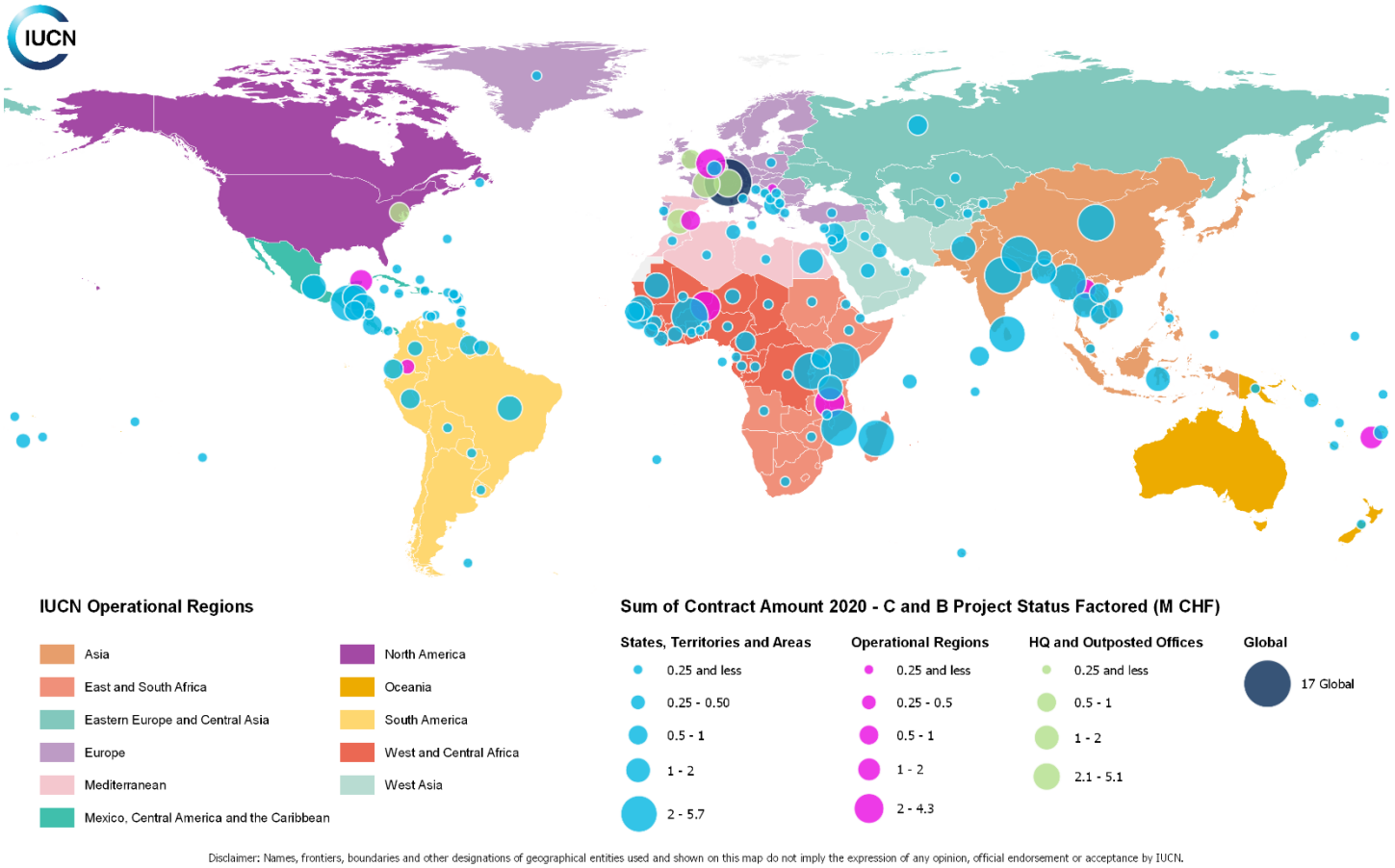
IUCN's 2020 project portfolio will be globally distributed (Figure 2: 2020 Project budget per Statutory State, Operational Region and Globally tagged projects). Of the 2020 budget, nearly 80% will be implemented at the national and regional level, meaning that most resources are allocated where effective implementation will happen. Budget has been recorded at four levels that are mutually exclusive: national, regional, global and HQ/outposted offices.

Table 5: 2020 Budget by location (%)

Level	2020 Budget (CHF)	%
National	76,018,384.48	64.06%
Regional	15,642,415.36	13.18%
Global	16,319,437.15	13.75%
HQ and Outposted Offices	10,686,972.87	9.01%
TOTAL	118,667,209.85	100.00%

[3] Based on 2017 actuals + annual budget data for 2018 and 2019, for B (factored) and C List projects. Not total contract amount.

Figure 1: 2020 Project budget per Statutory State, Operational Region and Globally tagged projects[4]



[4] This figure shows the projected 2020 budget (M CHF) in Statutory States, Operational Regions, Globally- funded projects and Headquarters represented by the size of the circles. The legend indicates the projected budget size according to these categories. It includes B (factored by the probability of funding) and C list projects.

The ventilation of the 2020 project budget between delivery models continues to demonstrate the importance of the implementing agency role and thematic initiatives, which account for 48% of the budget compared to 49% in 2017. In the 2020 budget, the value of programmatically aligned single project grows the most by 57%.

Table 6: % of portfolio value by delivery model for C List projects 2017-2020

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%	2020 Budget	%
Generation and direct application of scientific knowledge[5]	14,145,822	5%	14,697,994	4%	14,486,337	4%	12,749,829	3%
Implementing Agency[6]	63,379,405	22%	86,465,188	24%	102,753,823	29%	93,643,801	22%
IUCN Thematic Initiatives[7]	79,409,402	27%	126,099,463	34%	98,631,681	28%	110,741,711	26%
Non-aligned stand-alone projects[8]	4,529,077	2%	4,639,859	1%	2,822,630	1%	3,774,401	1%
Programmatically-aligned single projects[9]	132,546,642	45%	134,839,550	37%	128,295,677	37%	201,630,181	48%
Total	294,010,349	100%	366,742,054	100%	348,457,105	100%	422,539,923	100%

The strong 2019 B list, double the size of the 2018 B list, has delivered an increase in the 2020 C list. As a consequence, the B list of 2020 will be back to the 2017 level. The main change is a significant increase in the implementing agency role compared to the IUCN thematic Initiatives.

Table 8: % of portfolio value by delivery model for B List projects 2017-2020

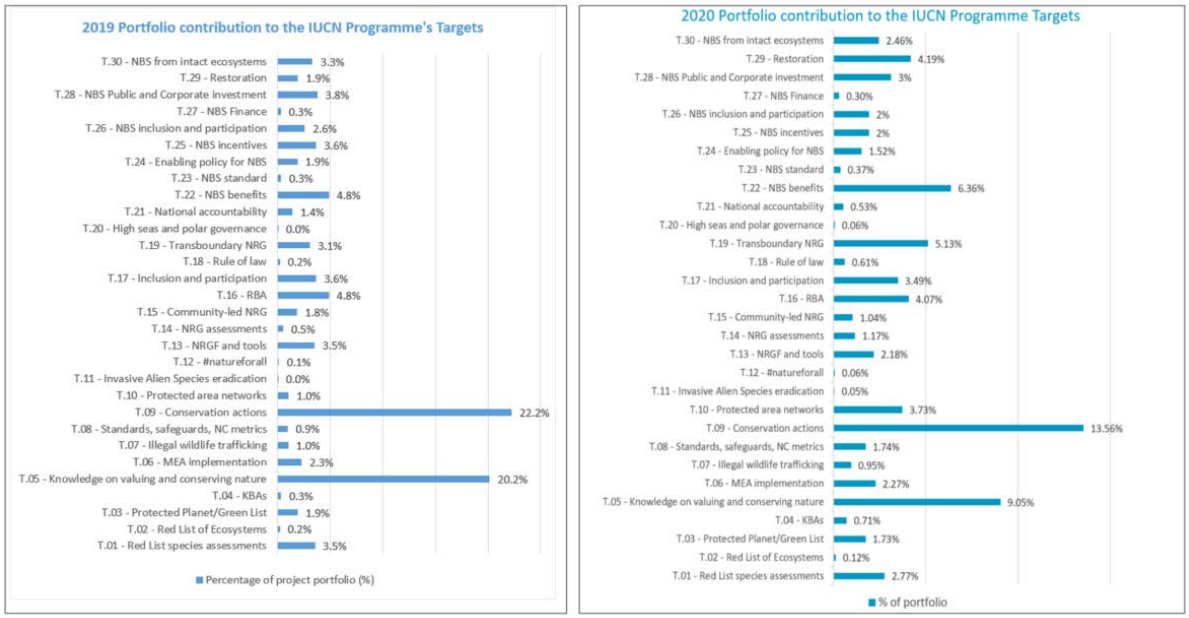
Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%	2020 Budget	%
Generation and direct application of scientific knowledge	293,964	0%	2,394,805	1%	1,107,050	0%	1,270,571	1%
Implementing Agency	53,572,807	27%	50,907,668	30%	80,999,868	23%	93,818,052	49%
IUCN Thematic Initiatives	48,193,266	24%	55,038,723	32%	144,862,658	42%	30,272,239	16%
Non-aligned stand-alone projects	7,948,547	4%	10,166,109	6%	1,263,462	0%	1,142,270	1%
Programmatically-aligned single projects	75,294,330	38%	36,677,148	21%	88,366,763	26%	66,608,281	34%
Total	200,117,093	100%	171,367,224	100%	346,468,019	100%	193,111,413	100%

[5] Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc).
[6] The IUCN Secretariat's role is strongly defined in terms of "***implementation***", in other words it primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties. Examples include Mangroves for the Future, Save Our Species, etc.
[7] The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of **all associated grants** exceeds CHF 10 million (excluding leverage /co-finance).
[8] These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile.
[9] Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

2.2 The IUCN Portfolio mapped against the IUCN Programme 2017-2020

Over 30% of the 2020 Budget will contribute to Target 9 on Conservation actions, Target 22 on NBS benefits and Target 19 on Transboundary NRG and Target 5 on Knowledge on valuing and conserving nature. Budget is well spread across all Targets, besides the four beforehand mentioned Targets all of them have a budget below 5%. These numbers are consistent with previous years' budgets.

Figure 2: 2019/ 2020 project portfolio contribution to the IUCN Programme's Targets[10]



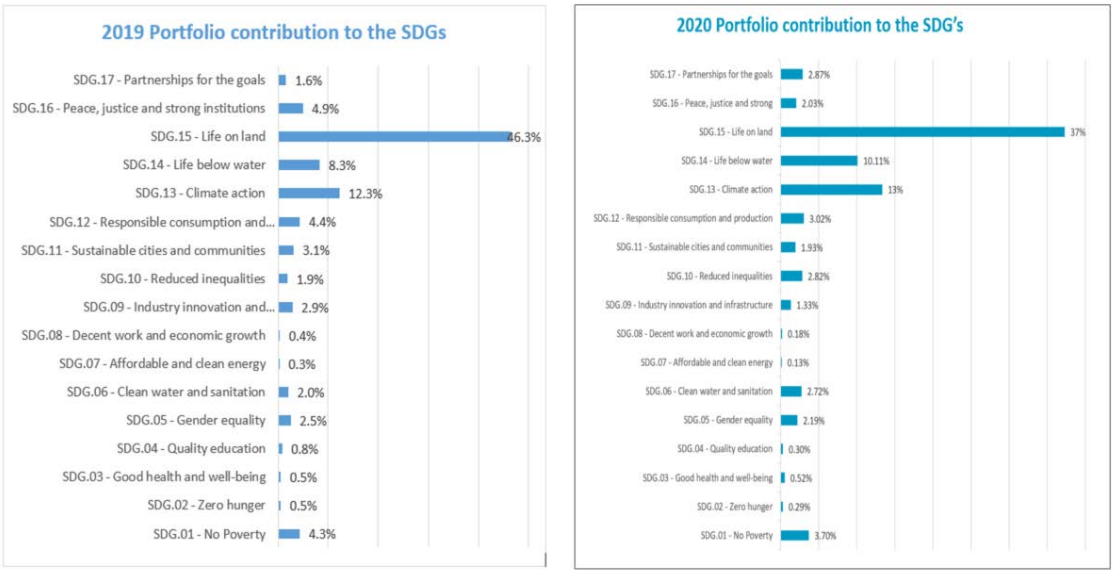
2.3 IUCN and the Sustainable Development Goals

All projects in the Portal correspond to the Sustainable Development Goals (SDGs) against which they are delivered**.** IUCN has mapped project budgets to SDGs as a proxy indicator of contribution to each SDG

The 2020 IUCN portfolio contribution to the SDGs does not differ significantly from 2019. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for almost 37% of all budget allocation. SDG 13 Climate action accounts for the second highest allocation, at 13% of all project portfolio budget, being consistent with previous year. It is emphasized that these values are derived from a proxy indicator (project budget mapping to SDGs) and that actual direct and indirect contribution, as measured through SDG-aligned results, will be stronger.

[10] Percentages calculated from 2019 and 2020 budget values for C List projects. Data extracted on 18/09/2019

Figure 3: 2019/2020 IUCN project portfolio and the SDGs[11]



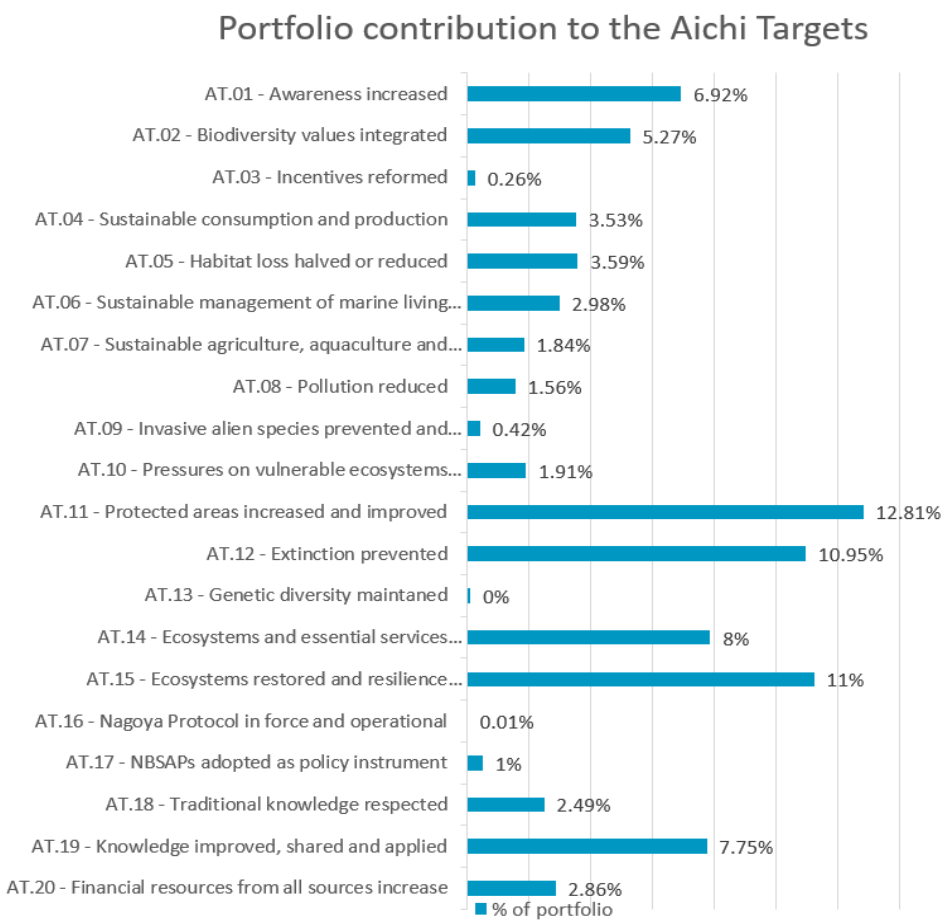
2.4 IUCN and the Aichi Targets

All projects in the Portal tag the Aichi Targets that they deliver for**.** IUCN has mapped project budgets to Aichi Targets as a proxy indicator of contribution to each Aichi Target (Figure 5: 2020 Project portfolio contribution and the Aichi Targets).

The 2020 project budget mapping to Aichi Targets is largely consistent with 2019. The main Aichi Targets IUCN contributes to include Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). As with the SDG mapping, these values are derived from a proxy indicator (project budget mapping to Aichi Targets), and actual contribution as measured through the delivery of Aichi Target-aligned results may not fully align with this mapping.

[11] Percentages calculated from 2019 and 2020 budget values for C List projects. Data extracted on 18/09/2019

Figure 4: 2020 Project portfolio contribution and the Aichi Targets



2.5 The IUCN Portfolio and the One Programme

Almost 55% of C List projects engage Members, Commissions or Committees (Table 9: Percentage of B and C List projects that engage Members, Commissions and Committees in 2020). 14% of the total portfolio engages State Members. For B List projects, 26% engage Members, Commissions and Committees. These percentages are consistent with 2019. The nature of that engagement will be explored further in 2020.

Table 7: Percentage of B and C List projects that engage Members, Commissions and Committees in 2020[12]

	B List		C List	
Members	7	7%	108	40%
Commissions	16	16%	51	19%
Reg./Nat Committees	3	3%	14	5%
Total Portfolio	**100**	100%	268	100%

[12] Based on 2020 Budget data extracted on 18/09/2019

3. 2020 Operational Work Plan

The 2020 Operational Work Plan is the overarching strategic planning document for the fourth year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is approved by Council.

It reports on progress against what IUCN planned to deliver in 2019 and also plans for what will be delivered in 2020. At the beginning of the intersessional period, global thematic programmes, Commissions and Regions each identified a set of four-year intersessional results that contribute to the 30 Targets of the IUCN Programme and their corresponding annual results for the upcoming year. Reporting is based on performance against their annual results in terms of activities, outputs and results.

The IUCN Work Plan 2020 assesses progress in 2020 against each of the 30 IUCN Programme 2017-2020 Targets using a traffic light assessment (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020). For 2020, 86% of Targets are on track or already achieved (26 out of 30), while 14% (4 out of 30) showed insufficient progress to be likely to be fully achieved by the end of the Programme. For each Target, the tables below provide highlights of 2019 target and expected deliverables and 2020 plans. It also presents the main risks identified under each Target. In addition, a short narrative accompanies each Target. Table 10: Distribution of sub-results and targets in the IUCN Programme 2017-2020 provides the overview of Programme sub-results and targets

Table 8: Distribution of sub-results and targets in the IUCN Programme 2017-2020

Programme Area	Sub-results	Targets
PA1: Valuing and conserving nature	SR 1.1 - Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated	1 - Red List species assessments 2- Red List of Ecosystems 3 - Protected Planet/ Green List 4 - KBAs 5 - Knowledge on valuing and conserving nature
	SR 1.2– Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated	6 - MEA implementation 7 - Illegal wildlife trafficking 8 - Standards, safeguards, NC metrics
	SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures.	9 - Conservation actions 10 - Protected area networks 11 - Invasive Alien Species eradication 12 - #natureforall
PA2: Promoting and supporting effective and equitable governance of natural resources	SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.	13 - NRGF and tools 14 - NRG assessments 15 - Community-led NRG
	SR 2.2 - 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.	16 - Rights-based approaches¨ 17 - Inclusion and participation 18 - Rule of law
	SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.	19 - Transboundary NRG 20 - High seas governance / Polar governance 21 - National accountability
PA3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development	SR 3.1 - 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.	22 - NBS benefits 23 - NBS standard 24 - Enabling policy for NBS
	SR 3.2-Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all levels.	25 - NBS incentives 26 - NBS inclusion and participation 27 - NBS Finance
	SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.	28 - NBS Public and Corporate investment 29 - Restoration 30 - NBS from intact ecosystems

Programme Area 1. Valuing and conserving nature

SR 1.1 – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated

Target 1 – Red List species assessments – Expected status by end 2020: Progress towards target but at an insufficient rate

Target 1 The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
+24,000 new species assessments and re-assessments 250 people trained 250 publications using IUCN Red List as keyword	+3,025 new assessments and re-assessments published until now but it could reach 14,500 by the end of the year 200 people trained and exam approved 250 publications (scientific papers) using IUCN Red List as keyword	+24,000 new species assessments and re-assessments +150 people trained 250 publications using IUCN Red List as keyword

In 2019, the Red List broke the threshold of 105,000 species assessed, still short of catching up to the ambitious target of 160,000 species assessment completed by 2020. However, the planned deliverables for capacity building and knowledge uptake were met. The European Red List of Bryophytes was published and more assessments were conducted in UAE.

In 2020, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Brazil, New Caledonia and the United Arab Emirates. Furthermore, IUCN has prioritised three African countries (Kenya, Mozambique and Uganda) for capacity building on national Red Lists. The Red List Index will be re-calculated for mammals and reassessments for amphibians, sharks and cycads is well underway and will be completed in 2020. The new Red List website was launched in September 2018. It is the plan in 2020 to complete the new website development work, as well as to deliver social media support as a platform.

Target 2 – Red List of Ecosystems - Expected status by end 2020: Progress towards target but at an insufficient rate

Target 2 The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
7 countries conduct a national RLE assessments + one country in Mesoamerica (TBD)	Global Typology 11 countries complete a national RLE assessments	5 countries conduct national RLE assessments

In 2019, progress towards Target 2 was insufficient to reach the 25% of the world's ecosystems assessed. Main deliverables in 2019 include the completion of a Global Ecosystem Typology developed & published in a peer-reviewed publication. The completion of the Global Typology is a key milestone for conservation. It provides a robust taxonomic framework for ecosystems that is able to accommodate local ecosystem descriptions. RLE assessments were supported in 11 countries (Tunisia, Senegal, Guyana, Tonga, Switzerland, Czech Republic, Brazil, Southern China, Madagascar and Finland) as well as 3 global ecosystem assessments (mudflats, coral reefs, mangroves).

The UN System of Environmental Economic Accounting is examining several ecosystem classification systems. It is hoped that UNSEEA choses the RLE Global Typology. In 2020, IUCN will further advance or complete the assessments previously cited, plus an additional one in Mesoamerica and one in the Arabian Gulf Region. Key partners will continue their discussions regarding the implementation of the National RLE in Europe.

Target 3 – Protected Planet / Green List - Expected status by end 2020: On track

Target 3 Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
+150 case studies GL Assessments conducted in at least 80 PAs worldwide, including China	200 case studies 100 GL Assessments implemented	+150 case studies GL Assessments conducted in at least 100 PAs worldwide, including China

In 2019, there is a good progress towards the achievement of Aichi Target 11. The 12th and final update of the World Database of Protected Areas for 2017 estimated that 15% of terrestrial areas, 6.96% of the global ocean and 16.02% of national waters are protected. Aichi Target 11 aims to protect 17% of terrestrial and inland water and 10% of coastal and marine water areas. Supporting the implementation of Aichi Target 11, IUCN showed significant progress in the implementation of the Green List Standards and Governance Procedures. Six protected areas in Colombia and Peru respectively have been postulated to be included in the Green List. In West Asia, five countries (Jordan, United Arab Emirates, Lebanon, Egypt and Palestine) postulated with seven candidate sites. Similar processes were developed in in Eastern and Southern Africa through the Biodiversity and Protected Areas Management Programme (BIOPAMA), including Tanzania where IUCN supported the National Protected Area Governance Assessment Process. IUCN's Panorama platform was updated with over 200 case studies describing different protected area solutions from around the world.

In 2020, IUCN will continue with the expansion of Green List-related activities in South America (Brazil, Colombia, Peru, Bolivia and Ecuador), the Caribbean (Selva Maya, Belize), Asia (China and Vietnam), and Morocco. IUCN will also build capacity of Expert Assessment Groups (EAGL) for the preliminary selection of protected areas in Georgia and Maghreb and support the consultation for the development of a Protected Area national strategy in North African Countries. A Green List Side Event (Latin America GL side event) will be included in the WCC. IUCN will organize an African regional capacity-building workshop to share the experiences. Panorama is to produce 150 additional case studies.

Target 4 – Key Biodiversity Areas - Expected status by end 2020: Progress towards target but at an insufficient rate

Target 4 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned deliverables
Roll out a CEPF-funded grant programme for KBAs in the Mediterranean and 4 KBAs identified in Ecuador, Colombia, Peru and Bolivia Consolidate KBA Secretariat in Cambridge to identify new KBAs	IUCN ECARO didn't participate in the roll-out of a CEPF grant programme in the Mediterranean KBA secretariat produced 180 KBAs added to the world database	Continue the implementation of KBA standard in Europe 200 KBAs added to world database

In 2019, progress towards Target 4 was insufficient to reach the 18,000 KBAs at the end of the intersessional period. As part of a process to consolidate the KBA Secretariat, 180 KBAs were added to the world database. Additionally, 4 KBAs project were successfully completed in Latin America. The updated KBA database for the Mediterranean is available and national KBA coordination groups became operational in two Mediterranean countries (Tunisia and Lebanon).

In 2020, IUCN will add 200 more KBAs in the world database, and use KBAs for spatial planning in at least one regional initiative .IUCN will continue working in the implementation of a KBA standard in Europe.

The main risks identified for KBAs are financial and operational. To address financial risks, IUCN is prioritising major fundraising by the KBA Secretariat and the Committee. At the operational level, IUCN will provide clear guidance for regional focal points to enhance collaboration. IUCN will also enhance communication with national partners.

Target 5 – Knowledge on valuing and conserving nature - Expected status by end 2020: Achieved

Target 5 IUCN knowledge, including gender-specific knowledge as appropriate on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.		
2019 Target Deliverables	2019 expected deliverables	2020 Planned Deliverables
+750,000 downloads +125 scientific papers	+1 million downloads +100 scientific papers listing an IUCN affiliation	+2 mio downloads +300 scientific papers PiN strategy updated

In 2019, IUCN made good progress to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. Nevertheless, IUCN complete scientific analysis on '*The role of hunting as a conservation tool',* as funding for this analysis is still being searched*.* This study will present an evidence-based overview of the benefits, challenges and weaknesses of hunting as a support mechanism for wildlife conservation and sustainable human livelihoods. Based on the feedback of the donor, IUCN decided not to continue with the legal guide on mining and conservation in Burkina Faso. Instead, seven legal training workshops were implemented in Ghana, Burkina Faso, Benin, Bolivia, Madagascar, Guyana/Surinam and Myanmar.

In 2020, IUCN expects to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. In addition, by 2020, the development of the GLPCA standard will be reinforced with European Union members. A key component of 2020 plans for target 5 is to ensure that gender specific knowledge and strategies are generated, developed and available to influence decisions. CEESP will update the People in Nature strategy in 2020.

SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated

Target 6 – Implementation of Multilateral Environmental Agreements - Expected status by end 2020: On Track

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.		
2019 Planned Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Position papers for CBD, UNCCD, UNFCCC and SDGs OECM Guidance tested in at least 5 countries Two PP regional reports produced for the Caribbean and Southern Africa WCEL Soils SG will continue work on priority areas, in collaboration with Secretariat	Positions papers for: HLPF, UN Climate Summit; UNFCCC-COP 25 and SDGs OECM Guidance tested in at least 5 countries Two PP regional reports produced for the Caribbean and Southern Africa Members of the WCEL Soil, Desertification and Sustainable Agriculture SG have been actively working towards developing a new soil law instrument following the model of the Paris Agreement. It would be aimed at achieving the goal of land degradation neutrality, requiring all parties to put forward their best efforts to achieve this goal through nationally determined contributions, together with related reporting and transparency requirements.	Support application of knowledge product- derived indicators into the Aichi and SDG Targets, including representing IUCN on IAEG-SDGs and BIP OECM guidance in 10 countries Two more PP Regional Reports and two Best Practice Guidelines/Technical Guides produced WCEL Soil, Desertification, and Sustainable Agriculture SG will begin to draft a soil law instrument following the model of the Paris Agreement.

In 2019, IUCN made good progress to support the implementation of biodiversity-related conventions and international agreements. All relevant papers (e.g. related with the post 2020 biodiversity debate) have been timely disseminated during the first half of 2019. IUCN staff coming to Brussels have been

strongly supported to ensure productive and well-organised meetings. IUCN continued engagement with most of the MEAs processes to emphasize the need to speed up implementation of the 3 Rio Conventions and other biodiversity-related MEAs for addressing the climate change challenge and the biodiversity crisis. IUCN knowledge products and other proven tools are now used as the foundation for the policy influencing. Influencing continued in many major policy processes, e.g., stressing the message, that biodiversity underpins sustainable development and the 2030 Agenda for Sustainable Development and the SDGs will not be achieved if the biodiversity targets thereof are not achieved. Some of the major policy fora targeted in 2019 were CBD post-2020 discussions; SDGs High Level Political Forum sessions; UN Climate Summit and related preparatory processes; UNCCD-COP 14 and UNFCCC-COP 25

In 2020, IUCN will reflect urgency for implementing, and contribute to the design of the post-2020 global biodiversity framework and the review of NDCs under the Paris Climate Agreement to ensure proper reflection of ecosystem-based dimensions. The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least ten countries. Ongoing engagement to promote the role of nature for sustainable development. 2020 will be a key year with the IUCN WCC, CBD-COP 15 and UNFCCC-COP 26 expected to be major landmarks for injecting a new momentum in the protection of nature. In Africa, IUCN will strengthen the integrated governance of River Basin Organizations (RBOs, as well as upscale economic Accounting of Water Ecosystems services in the Southern Africa region through SADC leadership.

T**arget 7 – Illegal wildlife trafficking - Expected status by end 2020: Achieved**

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
MIKE carcass findings will be submitted to CITES Policy to Ecuador to combat wildlife trafficking is operational Additional training for judges and prosecutors in Cameroon and China	MIKE carcass data collected for 12 of 14 sites Preliminary contacts established and followed up plan A regional workshop on illegal wildlife case collection and analysis was organized to kick-off the case law collection in central African countries. GJIE co-sponsored the 2nd Regional Symposium on Greening the Judiciary in Africa in Maputo, Mozambique to promote a move to sustainable capacity-building.	MIKE carcass findings will be submitted to CITES Explore further potential actions in South America with potential donors Additional training for judges and prosecutors in Cameroon and China Global Judicial Institute on the Environment will complete bylaws, announce general membership process/invitations, and convene several events GJIE will host a 2-day event in Honolulu, Hawaii in February 2020 to continue to build judicial capacity.

In 2019, IUCN made good progress to reach its 2020 target to support 50 countries to adopt new and/or strengthened wildlife trade laws/regulations. IUCN SSC guidance to support sustainable trade in wild snakes was published, and concluded a project to build capacity for implementation of CITES relating to captive-bred specimens through regional workshops for CITES Authorities in Southeast Asia and Latin America held during 2018. The World Heritage Program (WHP) has engaged with CITES more strongly including at COP 18 in Geneva where a MoU between CITES & UNESCO was adopted. A concept note between P & WHP has been developed to create an initiative to focus SOS grants into key WH sites which are habitat for CITES listed species. A member of the WHP staff has been assigned lead responsibility for CITES liaison.

In 2020, IUCN will ensure WH sites with issues related to CITES listed species are factored into joint GSP/WHP proposal to create an SOS WH Initiative. Priority is to reinforce effective communication to CITES Secretariat by WHP focal lead on key WH issues relevant to CITES related issues (species and threats). Findings from the MIKE Asian Elephant Carcass data update will be submitted to CITES to enhance the conservation and management of Asia elephant populations. The capacity of judges and prosecutors is to be strengthened in at least two additional countries. In addition, IUCN will undertake

a data-driven analysis of typologies of seizures related to wildlife crime as they affect ports, and explore further potential actions in South America with potential donors

Target 8 – Integrated Biodiversity Assessment Tool (IBAT) - Expected status by end 2020: On track

Target 8 The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
Gross Ecosystem Product assessments in China completed 80 IBAT subscriptions	Activity finalized 58 IBAT subscriptions	 60 IBAT subscriptions and 20 PAYG users

In 2019, IUCN made good but not enough progress to achieve its target of 80 IBAT users at the end of the intersessional period. In addition, IUCN continued engaging with the business sector to promote the enabling conditions to implement biodiversity net gain strategies and implement the H2020 Value network project to create a network of networks on Natural capital, running a pilot project in Andalucía to uptake pathway described. Preparation for ecological footprint test in protected areas started in Menorca, Cyprus and Ecuador. IUCN worked with companies in India and China to enhance their capacity to understand biodiversity risk and reduce negative impacts on biodiversity, including Tata Steel, Aditya Birla, Toyota Kirloskar Motor, Ultratech Cements and Indalco. IUCN also started the activity for Natural Capital Accounts in Gabon.

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In 2020, IUCN will strengthen IBAT's strategic position as THE KEY biodiversity tool and will feature it prominently at the IUCN WCC in Marseille. 60 IBAT subscriptions will be added.

In addition, IUCN will continue engaging with the business sector to promote the enabling conditions to implement biodiversity net gain and continue the implementation of the We Value program. IUCN will continue working with companies in India and China to enhance their capacity to understand biodiversity risk and reduce negative impacts on biodiversity. IUCN will also deliver Natural Capital Accounts in Gabon.

SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures

Target 9 – Conservation actions - Expected status by end 2020: Achieved

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.		
2019 Target Deliverables	2019 expected deliverables	2020 Planned Deliverables
+3-4 CEPF grants SOS Lemurs new call for proposals ITHCP second call for proposals BEST 2.0 new call for proposals	3 CEPF grants in the Indo-Burma region Calls for proposals launched for Central Asia, Gibbons, Lemurs and African Wildlife ITHCP call for proposals execute Best 2.0 call for proposals executed	Additional call for proposals Monitor existing SOS grantees; seek additional funding for new initiatives. Monitor existing ITHCP grantees Improve Best 2.0 proposal quality for technical grants

In 2019, IUCN made good progress in the consolidation of a solid project portfolio contributing to species conservation. IUCN SSC is recognised as a leader in species conservation action planning. IUCN SSC Species Conservation Planning processes are increasingly adopted or built upon, and evidently guide Conservation actions and influence policy. In addition, case studies for another Reintroduction Perspectives book, to be published in 2020, have been requested. SOS issued new call for proposals under SOS Lemurs and SOS African Wildlife, as well as SOS Central Asia and SOS Gibbons. The ITHCP launched a second call for proposals, and continues monitoring a project portfolio of seven projects. BEST 2.0 also issued a new call for proposals for additional EUR 2m targeting 25 European Union Overseas Countries and Territories (OCTs). In the Indo-Burma Region, three CEPF grants supported the recovery of 5 to 10 targeted priority threatened species.

The publication of a 6th Reintroduction Perspective book is planned for 2020, consolidating IUCN SSC as a leader in species conservation action planning. In terms of conservation actions, IUCN will monitor existing SOS grantees, and seek additional funding for new initiatives. IUCN will monitor and provide support the 40 active projects (of which 6 involve the control/eradication of invasive species; 17 involve actions related to the recovery of threatened species; 10 involve the management/creation of protected areas; 3 involve nature-based solutions; 14 involve habitat restoration) funded by BEST 2.0 to deliver their intended results and objectives.

Target 10 – Protected area network - Expected status by end 2020: Achieved

Target 10 Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
Enhancing the management and governance of at least 10 protected areas under BIOPAMA II The Asia Protected Areas Partnership (APAP) expanded by at least one country member	BIOPAMA II enhanced management of 10 protected areas APAP has 20 members including China	BIOPAMA II enhance management in all regions for at least 6 countries Expanded by at least one country member

In 2019, IUCN made good progress in consolidating a solid protected area network through the IUCN Green List /reported under Target 3). Moreover, BIOPAMA II enhanced the management and governance of at least 10 protected areas. IUCN also managed the Trans frontier Conservation Area Capacity building programme in the Southern Africa Development Community Region (SADC) and facilitated one workshop in ESARO to strengthen PA staff capacity on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches. Extensive work on protected area governance was done in Oceania and Asia, including the designation or extension of Ramsar sites in Cambodia and Myanmar.

In 2020, IUCN will work in modelling the application of The Green List in two initiatives of local protected / conserved areas in Colombia, as well as the design and support REDPARQUES in the implementation of the route for structuring a long-term financing fund for the Amazon Vision. At least three Biopama Action Component grants for support improvement of Caribbean marine and/or biodiversity conservation will be granted. A regional Protected Areas Coordination Mechanism for West Africa will be established The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles. IUCN will also manage the Trans frontier Conservation Area Capacity building programme in the Southern Africa Development Community Region (SADC) and plans to facilitate at least one workshop to strengthen PA staff capacity on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches.

The main risk identified under this target is legal-political. IUCN will actively seek to keep the central governments involved in these processes through regular dialogues and the support of local/provincial authorities.

Target 11 – Invasive Alien Species eradication - Expected status by end 2020: On track

Target 11 Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
EICAT submitted to the IUCN Council for adoption as a Standard + 50 species profiles will be submitted	EICAT preparation for submission to the IUCN Council for adoption as a Standard 25 species profiles have been submitted for review	EICAT submitted to the IUCN Council for adoption as a Standard + 25 species profiles will be submitted

In 2019, IUCN made good progress in supporting countries to manage Invasive Alien Species (IAS). IUCN submitted 25 species profiles to be added to the Global IAS Database. IUCN also continued to provide technical support to the European Commission in the implementation of the IAS regulation by participating on a new tender on human management methods of vertebrate IAS. IUCN's monitoring reports to the World Heritage Committee at its meeting in July 2018 reported on IAS related issues in 14 of 52 reports. In the Mediterranean IUCN assessed 10 FW species assessed according to EICAT standard at the global level and were submitted to GISD.

In 2020, the Environmental Impact Classification of Alien Taxa (EICAT) standard will be submitted to the IUCN Council and 25 new invasive species profiles will be added to the Global Invasive Species Database. IUCN will continue to provide technical support to the EC in the implementation of the IAS Regulation.

Target 12 -- #NatureForAll - Expected status by end 2020: Achieved

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
350 partners + 70 success stories Participation in Regional Conservation Fora Two new comic books	360 partners + 70 success stories #NatureForAll Reporter Kit #NatureForAll Take action toolkit #NatureForAll Health and Nature flyer #NatureForAll Youth Champions One new comic book Participation in Regional Conservation Fora	400+ partners #NatureForAll: special issue in the Journal of Ecopsychology #NAtureForAll Youth Champions initiative 20 presentations by SC members at WCC and other regional events

In 2019, #NatureForAll achieved the commitment of at least 350 partners, 12 new organizations and 25 IUCN members to implement programmes under the #NatureForAll initiative. CEC produced papers for Regional Conservation Forums, and a new comic book. CEC also granted regional #NFA Awards. 58 nominations arrived, 15 CEC members selected and awarded on RCFs, and living video was translated in 27 languages.

In 2020, CEC plans to increase the amount of partners to 400+, publish a special issue in the Journal of Eco psychology on the topic of Wisdom Traditions, Science and Care for the Earth and make 20 presentations in the context of the World Conservation congress.

Programme Area 2. Promoting and supporting effective and equitable governance of natural resources

SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.

Target 13 – Natural Resource Governance Framework (NRGF) and Tools - Expected status by end 2020: Achieved

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Natural Resource Governance Framework (NRGF) Tools and standards application in East and Southern Africa	Natural Resource Governance Framework (NRGF) Tools and standards application in East and Southern Africa	NRGF induction in South America, and Africa Launch NGRF publication event during 2020 WCC

		WCEL will host the 2nd World Environmental Law Congress Rio 2020 to promote the environmental rule of law.

In 2019, the NRGF tools and standards were disseminated and promoted with applications in Nairobi, Mozambique and Kenya. The Framework and Guide validation has started by engaging with Mesoamerica, South America, East Africa and Asia as well as Global Programmes. At the regional level, IUCN developed and implementing various tools and resources for assessing and improving natural resource governance.

In 2020, the focus resides in completing the induction in the different Regions, and scale the usage in Global and regional programmes where NGRF has already been implemented. The NGRF publication launch event during the World Congress 2020

Target 14 – Natural Resource Governance assessments - Expected status by end 2020: Achieved

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
ICCA governance assessments lessons learned compiled and communicated Baselines assessments in Mt. Elgon and Agoro-Agu will be used to inform other countries in the region	Lessons learned compiled and communicated Initial lessons Kilombero Landscape being drawn from the Land Use Dialogue and Multi-Stakeholder Platform Meetings	Complete current assessments and expand support for assessments and strengthened NRG action in IUCN and Member projects The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles

In 2019, IUCN will compile lessons learned from the governance assessments performed to assess good governance. The governance baselines collected in Mt. Elgon and Agoro-Agu were used to develop communication materials and lessons learned shared with other countries in the region and international levels at appropriate climate change, forest and agriculture fora (e.g. annual Climate COPs and next World Parks Congress). IUCN natural resource governance were implemented in nine Amazon protected areas, assessed and systematized through the course on local governance of protected areas. Governance context assessments were conducted in two landscapes in Mozambique and Tanzania, as well as Uganda.

In 2020, Additional assessments will be conducted and geospatial-monitoring data will be systemized and used for decision-making. Following the assessment of Agoro-Agu and Mount Elgon Landscapes in Uganda and Kilombero Landscape, The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles.

Target 15 – Community-led Natural Resource Governance Expected status by end 2020: Achieved

Target 15 Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature.		
2019 Expected Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Community-led protected area governance supported in Mesoamerica, Asia and the Pacific Build the Indigenous Peoples and Environmental Law Joint SG,	On going The Indigenous Peoples and Environmental Law Joint SG has been established.	IUCN knowledge on community governance features is utilised, when relevant in the evaluation of World Heritage nominations submitted for assessment in 2020

strengthening ties between WCEL Ethics SG with the CEESP SG on Indigenous Peoples, Customary and Environmental Law and Human Rights (SPICEH) for effective and equitable governance of natural resources		The Indigenous Peoples and Environmental Law Joint SG will build its membership and begin to identify key goals.

In 2019, IUCN continued with the development of the Indigenous Members' strategy. IUCN supported community-led governance systems in Mesoamerica (Honduras and El Salvador), Asia (Sri Lanka, Cambodia) and a Pacific Island country. In addition, 3 active CEPF grants supported community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region. In Oceania, a regional data and information hub for protected areas and other effective area based conservation measures captured baseline information about community based resource management and their contribution to biodiversity conservation in at least 3 countries.

In 2020, IUCN will continue ensuring that the acquired knowledge is utilized in all regions, and support membership formation and communication. IUCN will continue to support community-led governance systems in Mesoamerica (such as the protocol of Karataska Laggon System recognized and implemented by IPLCs, fishermen's associations municipalities, DIGEPESCA and other key stakeholders) Asia (Sri Lanka, Cambodia) and Pacific Island countries.

SR 2.2 - 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.

Target 16 – Rights-based Approaches - Expected status by end 2020: Achieved

Target 16 Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor – have increased.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Task Force facilitated by CEESP to convene to work on framework fro conservation and human rights. CEESP meeting with extractives and human rights experts Build a Coalition to support Environmental Defenders Enhanced monitoring of Indigenous rights in 3 territories.	Conservation and human rights task force established Enhanced monitoring of Indigenous rights in 3 territories.	Working paper on conservation and human rights Support for 2020 World Heritage committee Review projects and integrate/strengthen gender-responsive components.

In 2019, the assessment of 3 additional indigenous territories in Peru was halted due to the lack of viability in terms of legal and political changes. Nevertheless, three agreements for the shared management of hydro biological resources and the distribution of benefits in the Amazon biome were signed between PAs, indigenous and communities' leaders in Chandless (Brazil), Purús (Peru) and Manuripi (Bolivia). IUCN collaborated effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2019 World Heritage Committee. New gender policy approved; Gender Marker development/establishment supported; compliance with GEF gender requirements supported, including on GBV safeguard, and six IUCN members received support for gender indicators and baseline data. PGS guide developed and advice/coordination provided on issues relevant to the ESMS. Significant guidance and inputs provided on the development of a Governance component in the next inter-sessional program, including next steps for NRGF integration.

In 2020, a Task force on conservation and human rights established in conjunction with Council including CEESP Members working in this area will produce a working paper and an action plan discussed at Congress. IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2020 World Heritage Committee. Women and women's organizations will benefit from capacity building on technical issues such as climate change to engage in relevant decision-making and programming spheres (e.g., though Pakistan ccGAP, WCC sessions). New updated tools to support implementation of gender policy will be launched, including Framework for Conducting Gender Analysis and GBV Guidelines

Target 17 – Inclusion and participation - Expected status by end 2020: Achieved

Target 17 The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.		
2019 Expected Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
At least one new ccGAP is proposed to Green Climate Fund and/or elements of at least 1 current ccGAP are proposed for implementation	Achieved	Continue discussion with other countries to model ccGAP methodologies

Inclusion and participation in natural resources governance was emphasized mostly in the context of our messages to the High Level Political Forum on the 2030 Agenda for Sustainable Development reviewing progress in implementation of SDGs 5, 8, 10 and 17. In 2019, IUCN made good progress in terms of CCGAP development and/or implementation, including through disseminating lessons learned. Pakistan ccGAP is in final stages of review by GCF; and Dominican Republic ccGAP was launched and is now embedded in NDC Partnership Action Plan. Mozambique ccGAP has one of its components implemented thru the Coastal Resilience to Climate Change project, “Nature based solutions for building resilience in vulnerable and poor coastal communities in Mozambique”. IUCN continued the implementation of its activities across the world to enhance inclusion and participation including a Central American indigenous peoples’ agenda on natural resources, the Mekong River Commission Gender Strategy and the ASEAN Gender Commitments. IUCN will also revamp the process to develop the IUCN gender certification.

In 2020, ongoing interaction with global and regional programmes to advance the inclusion target in all projects will continue, and the launch of new projects in different regions will be a priority. Governance structures and modalities will be validated, systematized and disseminated in each country (Colombia, Ecuador, Brazil, Peru, Guyana, Surinam) of the Amazonia Region. The world Heritage programme will continue with the same implementation rate and proposals for further funding for the initiative will be advanced. IUCN will participate actively on culture-nature at ICOMOS General Assembly, Oct 2020.

Target 18 – Rule of Law - Expected status by end 2020: Achieved

Target 18 Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Creation of 2 specialist groups in the IUCN Declaration on the Environmental Rule of Law	On going	Establish EROL and SDGs
Continue the Development of the Draft Global Pact for the Environment	On going	Continue major support

In 2019, IUCN continued with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN also supported the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland. IUCN collaborated with environmental lawyers in the Shared Resources Joint Solutions project countries to improve awareness and understanding of environmental law among the civil society organisations. IUCN also extended its training on international water law in four new basins.

In 2020, IUCN will continue collaboration with partners to publish the authoritative commentary to the "IUCN World Declaration on the Environmental Rule of Law" and policy papers to encourage understanding and application in multiple languages, as well as develop a proposal and fundraising for the second World Environmental Law Congress (2020).

SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened

Target 19 – Transboundary Natural Resources Governance - Expected status by end 2020: On track

Target 19 Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Continue transboundary hydro-diplomacy building in South America, Asia and Africa	Ongoing	Continue with support and efforts

In 2019, IUCN made good progress in supporting the establishment of transboundary regional agreements. The Selva Maya 2030 Integral Strategy Document was prepared and validated by the institutions of protected areas (CONANP, CONAP and FD) and with key stakeholders. In Eastern and Southern Africa, IUCN supported the implementation of the SMM investment framework and the identification of investment projects. In West and Central Africa, initial preparation for establishing four transboundary watersheds and protected areas and deliver effective and well-implemented natural resource governance was started. In Asia (India, Bangladesh, Cambodia and Thailand) IUCN is also supporting institutional frameworks for transboundary cooperation.

In 2020, IUCN will continue the support and efforts for progressively build transboundary hydro-diplomacy. Activities include the launch of the 2030 Selva Maya Integral Strategy and their start phase, the provision of extended training and dialogue among basin parties in all BRIDGE basins, the facilitation dialogue for the conclusion of water agreements in all regions, and the completion of the west and central Africa transboundary watersheds project.

Target 20 – High seas and polar governance - Expected status by end 2020: Progress towards target but at an insufficient rate

Target 20 International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Provide major input to all aspects of the Biodiversity Beyond National Jurisdiction agreement negotiations, including Area Based Management Tools (ABMTs), Environmental Impact Assessment and Access and Benefit Sharing. Building capacity in developing countries to provide them with the tool for a meaningful input into the negotiations. Ross Sea Declared a time limited MPA + other high seas areas in 4 locations	Detailed analysis of the first draft of the agreement. Workshop on ABMTs and how to frame them in the agreement. Ross declared high Sea MPA	Further input into the agreement Further input into the development of High seas protection measures.

In 2019, IUCN continued to support the on-going process for the adoption of an implementing agreement on biodiversity, in areas beyond national jurisdiction (ABNJ) under the UN Convention on

the Law of the Sea. Eight team members contributed to two 2019 UNCLOS meetings providing guidance and advice related to ocean and climate issues, with a focus on nature-based solutions to climate change adaptation and mitigation. IUCN also monitored MPAs and their progress towards Aichi Target 11 to communicate it to relevant organisations within the MPA Agency Partnership. IUCN also worked with regional partners to raise awareness of and support initiatives to conserve and manage specific high seas areas such as the Costa Rica Dome, the Sargasso Sea, the Antarctic, and the Western Indian Ocean. A number of seminar were held around the world and in conjunction with the negotiations in New York.

In 2020, IUCN will continue the ongoing support for capacity building, attending to the 2020 UNCLOS meeting on EIA for high seas and Fair and Equitable Distribution of genetic material. Additional technical, legal and scientific support for a science-based process will be provided, in order to allow the establishment of an ecologically representative and well-connected system of MPAs including reserves as an element of the new agreement.

Target 21 – National accountability – Expected status by end 2020: On track

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Four countries with revised NBSAPs in Asia	Achieved	Jordan NBSAPs revised
Nagoya protocol Regional strategy under development	Achieved	At least one country amends or adopts a new policy/plan to reflect gender-environment considerations.

In 2019, IUCN provided support to NBSAP implementation in at least four countries in Asia. In Lao PDR, IUCN provided technical expertise to implement management planning process in XCP and BKN Ramsar sites through undertaking an R-METT assessment and developing the Management Plan through stakeholder consultation processes. IUCN provided support and monitor Central American countries to implement their Nationally Determined Contributions (NDCs). The Dominic Republic launched its ccGAP; Guyana developed a national gender policy that includes environment/climate change as a priority topic; USAID included NR, fisheries and protected areas information in draft revised gender policy, and Suriname organized national cross-ministry workshop on gender and environment). UN Women and UN Environment formed and launched a Gender-Environment Statistics Expert Group; UNDP NDC Partnership included IUCN/EGI data and analysis in webinars. This is an example of the work that IUCN has done with parties and stakeholders under Multilateral Environmental Agreements (MEAs) to continue to use gender-differentiated data and analysis including from Environment Gender Index (EGI).

In 2020, IUCN will continue its engagement in Gender-Environment Statistics Expert Group, developing at least one new dataset with EGI methodology and/or facilitating participatory capacity building process in one country. IUCN will continue to share experiences from gender-responsive methodologies, as well as case studies – (e.g., Pakistan ccGAP), and provide strategic and technical advice provided to Jordan, Myanmar, and Nepal on the effective implementation of their NBSAPs.

Programme Area 3. Deploying nature-based solutions to societal challenges

SR 3.1 - 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

Target 22 – Nature based Solutions benefits - Expected status by end 2020: On track

Target 22 IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables

PiN tested in two more sites Implementation of national restoration strategies project finalized	PiN tested in Colombia Project finalized	PiN tested in 2 more countries

In 2019, IUCN developed guidance material for the use of PiN in the context of the Standard on Access and Restriction. The PRAGA methodology was applied in in seven more countries (Uruguay, Kenya, Jordan, Egypt, Burkina Faso, Niger and Kyrgyzstan). IUCN will also developed a white paper with draft indicators on human wellbeing and sustainable livelihoods. In East and Southern Africa, IUCN disseminated FLR findings of countries in the region to prioritise restoration investments. The project delivered 6 countries covered in second application of report - Brazil, El Salvador, Mexico, Rwanda, Sri Lanka and the United States, 13 additional jurisdictions applied part of protocol - Burundi, Cameroon, Colombia, Costa Rica, Democratic Republic of Congo, Ghana, Guatemala, India, Côte d'Ivoire, Kenya, Malawi, Mozambique and Uganda.

In 2020, FLR findings and economics' impacts methodology will be tested in Brazil and further refined to pilot in 1 more Barometer country by Oct 2020. The PRAGA methodology will be completed in three countries. PiN will be re-organized and housed in the forest program, which a better fit is given that the focus of PiN on economics is limited. Economics continues to support PiN as needed and within the limits of available resource.

Target 23 – Nature based Solutions Standard - Expected status by end 2020: On track

Target 23 IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Further identification of 2 NBS case studies	On going	Completion of case studies

In 2019, IUCN continued with the development of the NBS standard by publishing a paper on NBS principles; revise a paper on the relationship between NbS and similar concepts; and developed a research proposal for testing the NbS standard in case-studies. IUCN also contributed to the establishment of a NBS Community of Practice, which is currently in the process of aligning and taking into consideration lessons learned. In the Mediterranean region, IUCN identified NBS experts in the Maghreb. A draft proposal of IUCN Chair was submitted to the Council of UNIA for approval, and two meetings have been organised with national actors in Morocco and in Tunisia to developed NBs projects.

In 2020, IUCN will continue engagement with the Council-led motion on the NBS standard and follow up action as may be required after the 2020 WCC. Also, further mass training and removal of barriers for a wider NBS and NC process uptake is planned. IUCN will continue involving Business in the NBS consultation process.

Target 24 – Nature based solutions support tools - Expected status by end 2020: Achieved

Target 24 Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Analysis produced demonstrating costs and benefits of different restoration approaches in Argentina	Eba Tools Navigator finalized and shared at 3 international conferences 10+ knowledge sharing events organized jointly with members and partners at international conferences Analysis in Argentina under way	Continue to strengthen capacities of relevant stakeholders for NBS at country level WCEL Forests SG complete drafting a Model Forest Act. TRI: Policy-Influencing Action plans in all 11 TRI national projects developed and under implementation.

In 2019, IUCN showed good progress in the application of NBS support tools, including Forest Landscape Restoration assessments and the Restoration Opportunity Assessment Methodology (mainly reported under Target 29 on Restoration), Ecosystem based adaptation (EbA) related assessments, cost-benefit analysis, etc. The Eba Tools Navigator was finalized and shared at 3 international conferences. In addition, 10 knowledge sharing events were organized jointly with Members and partners at international conferences. IUCN acting as the Secretariat of FEBA facilitated knowledge sharing and promoted collaborative EbA measures with 60+ Members.

Furthermore, The WCEL Forest SG is gathering forest and law experts from different countries to draft a Model Forest Act (MFA), which will incorporate not only the legal principles of the main international forest instruments, as the United Nations Forest Instrument (UNFI), but also smart legal provisions that have been working to promote good forest stewardship in different regions of the World. The first face-to-face meeting of the drafting committee was held in Brasilia, Brazil, in December 2018 and the first document has already been drafted. At the meeting, participants set up the basic structure of the initiative, its scope and criteria membership for the drafting committee. The group has been working remotely ever since, but is planning to meet again before the World Conservation Congress of 2020.

In Argentina, the national and sub-national ROAM process is underway, where the prioritisation of FLR opportunities will be carried out at national and sub-national level. Once this is complete, we will evaluate feasibility of carrying out a cost-benefit analysis of native forest restoration actions. In Brazil, Colombia and Peru, an IKI programme proposal has been developed to strengthen and accelerate FLR implementation jurisdictional level, creating synergies and fostering alignment and articulation with national policies, programmes and plans. CLIMA assessment tool was developed and used in selected Central American countries and Caribbean countries. A publication was ready in 2019.

In 2020, IUCN will continue to strengthen capacities of relevant stakeholders to implement, finance, monitor and scale up and out Forest Landscape Restoration to support countries in the implementation of their Bonn Challenge pledges. The Restoration Initiative is starting with Policy-Influencing Action plans in all 11 TRI national projects developed and under implementation by the end of the year. Scaling Up Mountain EbA project on Mt. Elgon will support the implementation of EbA measures contributing to the ecosystem resilience, sustained ecosystem services, reduced disaster risks, and diversified and sustainable livelihoods—all underpinning climate change adaptation. The Global Ecosystem Management program will deliver evidence of national-level strengthening of planning and implementation mechanisms collate with data from regional and country offices, for 20 countries. It will facilitate 10 knowledge sharing events organized jointly with Members and partners at international conferences such as UNFCCC, UNCCD and CBD conferences

SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all

Target 25 – Nature based solutions incentives - Expected status by end 2020: Achieved

Target 25 Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Local stakeholders have been empowered through GO4EbA in Central American countries. Active CEPF grants support the piloting and strengthening of co-management and benefit sharing mechanisms in priority geographies - the Sino-Vietnamese Limestone Mountains, the Tonle Sap Lake and Inundation Zone, the Mekong River and Major Tributaries, the Hainan Mountains, and in Myanmar	Local stakeholders have been empowered through training, dialogue and hands-on work on EbA in concerned Central American countries. 2 active grants supported the piloting and strengthening of co-management and benefit sharing mechanisms in 2 priority geographies: the Mekong River and Major Tributaries and Myanmar	Progress in developing The Restoration Initiative country policy incentives supporting mobilization of finance for Forest Landscape Restoration

Target 25 is achieved. In 2019, the Community Environment Conservation Fund (CECF) approach was used to promote environmental stewardship leading to effective wetland restoration in new sites within

Eastern and South Western parts of Uganda. Local stakeholders have been empowered through training, dialogue and hands-on work on EbA in concerned Central American countries. In Asia, the active CEPF grants supported the piloting and strengthening of co-management and benefit sharing mechanisms in priority geographies - the Sino-Vietnamese Limestone Mountains, the Tonle Sap Lake and Inundation Zone, the Mekong River and Major Tributaries, the Hainan Mountains, and in Myanmar.

In 2020, the most significant effort by the Global Forest Program through The Restoration Initiative country policy incentives supporting mobilization of finance for Forest Landscape Restoration.

Target 26 – Nature based solutions inclusion and participation - Expected status by end 2020: Achieved

Target 26 Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
+5 FLR national working groups + 4 Gender Road Maps developed	5 FLR national working groups established +5 Gender Road Maps developed	Gender responsive FLR strategy in + 3 countries Continue building relationships and methodology

In 2019, IUCN established FLR national working groups in five additional countries; in addition, four FLR and gender strategies were developed. FLR and ROAM trainings carried out in Argentina and Uruguay as part of IUCN's outreach and capacity building in South America. Under ROAM processes, landscape governance structures put in place in 5 countries.
Draft landscape governance reports for six landscapes in Ghana, Tanzania, DRC and Uganda has been completed as part of the PLUS project.

In 2020, IUCN will develop gender responsive FLR in three more countries. IUCN will enhance its fundraising efforts to ensure the establishment of FLR national working groups. IUCN will continue building relations and methodology to engage and capacity build women, youth and marginalised groups in SLM. ICUN will continue to support mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions in South Africa, Tanzania and Kenya.

Target 27 – Nature based solutions Finance - Expected status by end 2019: On track

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
GEF concepts in at least two regions	GEF concepts in +2 countries	GEF concepts in +2 countries

In 2019, IUCN advanced in the establishment of a portfolio that deploys financial mechanisms to deliver nature-based solutions. IUCN supported the development of three GEF Impact Programmes as well as several country child projects thereunder, especially for the Drylands SFM IP. This included countries in the CCA region as well as Africa. Innovative and effective conservation financing mechanisms for NBS were supported in 10 pilot sites, establishing conservation finance models and exchanging experiences among all sites.

In 2020, IUCN plans to develop GEF concepts in at least two more countries. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism. IUCN will provide ongoing support to regional and global programmes in the design of GEF and GCF portfolios on NBS approaches.

SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored

Target 28 – Nature based Solutions Public and Corporate Investment - Expected status by end 2020: On track

Target 28 New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
118 countries to complete LDN target setting, including 75 financed by IUCN	122 countries in progress, 75 financed by IUCN	Move emphasis to developing projects to deliver LDN targets

In 2019, IUCN made good progress in supporting public and corporate investment for NBS. 122 countries have committed to set voluntary Land Degradation Neutrality (LDN) Targets. IUCN, through the GEF, supported the establishment of voluntary LDN targets in 75 countries. IUCN continued engagement with the business sector to create the enabling conditions for change. In at least two Pacific Island countries, IUCN supported the development of marine planning guidelines and a marine spatial plan for biodiversity conservation and the sustainable delivery of ecosystems goods and services.

In 2020, IUCN will move LDN emphasis to developing projects to deliver the LDN targets set before. IUCN will continue to explore the possibility of using IUCN Global Environment Facility (GEF)/Green Climate Fund (GCF) status to support access to resources from marginalized groups (indigenous women), e.g. climate change gender action plans (ccGAPs) or through LDN project proposals

Target 29 – Restoration - Expected status by end 2020: On track

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
On-ground restoration action promoted for additional 10m ha identified	On going	On ground restoration to continue for additional 13m ha

In 2019, IUCN made good progress in the implementation of restoration processes. Bonn challenge report was issued. Restoration interventions documented in 27 countries, comprising of 34 degraded landscapes. This was the basis for the publication on FLR-Aichi targets and partially FLR-LDN targets. Restoration practices in CCA region has been documented for 7 countries; additional technical guides on restoration practices are under preparation. FLR has been documented in 19 jurisdictions via Barometer**. RO**AM processes was initiated in Myanmar, China and Pakistan as part of The Restoration Initiative (TRI). In Argentina, ROAM has been validated; and in Uruguay, ROAM has also been validated in Saint Lucia.

In 2020, IUCN will issue a global publication on restoration interventions. Restoration practices for 3 commodities to be documented. Barometer extended potentially to all interested pledgers. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also continue the documentation development and use of ROAM data in 20 countries. IUCN plans to identify additional 13m ha under FLR, and at least one more Asian country will commit to the Bonn Challenge.

Target 30 – Nature based solutions from intact ecosystems - Expected status by end 2020: On track

Target 30 Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Training on ecotourism as a revenue generating activity for all 13 Mediterranean PAs + 3 sites in the East Melanesian Islands	On going	No plans for 2020

In 2019, IUCN advanced on its work to support NBS from intact ecosystems. However, all these efforts need to be further documented to be able to report on them. IUCN is also developing community agreements in 3 sites in the East Melanesian Islands (Choiseul and Santo) to designate new conservation areas. In the Mediterranean, IUCN supported 13 protected areas in the Mediterranean to include a revenue generating activity in their ecotourism offer.

4. Corporate development

This section outlines the key 2020 priorities for the IUCN Secretariat's corporate functions**.** All corporate functions will be fully mobilized to support a successful World Conservation Congress while further developing the organization.

4.1 Strategy and Partnerships

Through the programme consultations held during the Regional Conservation Fora, Members have called for a Programme 2021-2024 that is ambitious in tackling the biodiversity crisis, leveraging IUCN's unique value proposition, demonstrating excellence in inclusiveness, and resolutely outcome and action orientated. The finalisation of the draft Programme 2021-2024 is a key priority for IUCN at the start of 2020. The key milestones for 2020 on the road to the World Conservation Congress are the Programme drafting workshop (January 2020), and the review by Council of the final draft of the Programme (February 2019). Then, the Programme will be translated into an Operational Plan for the Secretariat as well as plans for each of the regional offices with clear targets.

The IUCN Secretariat will make further improvements in program and portfolio management and results measurement. In 2019, the Secretariat made a major leap forward in portfolio management by adopting online project workflow management. In 2020, the Program and Project Portal will further enhance its user experience and adopt new functionalities geared towards program and project managers, particularly in the areas of results measurement, ESMS and work planning, all with the aim to make the Portal a platform for project information. For the first time, the IUCN Secretariat will adopt an Access to Information Policy, which will concretely guide the Secretariat on how to make project information systematically more transparent and accessible to all stakeholders. In application of this policy, the Secretariat aims to launch the Open Project Portal during the WCC. The adoption of harmonized project indicators in 2019 will be followed up in 2020 by their integration in the Portal and the further development of indicator definitions and tools. This essential work of building quality data in all projects will facilitate the monitoring of the Programme 2021-2024 global and regional operational plans.

The Planning, Monitoring, Evaluation and Risk Unit will continue to strengthen learning and accountability. In the first quarter of 2020, IUCN will receive the results of the Swiss Development Corporation's Review of IUCN's Development Relevancy. The External Review of the IUCN quadrennial programme will also be delivered in the first part of 2020 in time for discussion during the WCC. IUCN is also subject to the global review of the BMU's International Climate Initiative with 11 IUCN global and regional projects represented in the sample selected for review among more than 200 projects. Although the final results of this ICI global evaluation are not expected before the first quarter of 2021, this review includes a self-evaluation component that will provide useful lessons learnt immediately applicable to the new Programme. These major evaluation efforts and the regular project evaluations will offer invaluable recommendations in preparing the operational plans for the new quadrennial period.

The IUCN Secretariat will continue to strengthen its partnerships with Framework and Programme partners. In 2020, the Global Strategic Partnerships Unit will ensure that resource mobilizations efforts are strategic and well-coordinated across the Secretariat. Multi-stakeholder partnerships will be built and funds mobilized to support strategic priorities identified in the 2020 Work plan. IUCN's framework partnerships will be effectively managed and additional restricted funding will be secured from Framework Partners. During 2020, the donor base will be both diversified and deepened through enhanced engagement with bilateral donors, multilaterals agencies and foundations. Enhanced core funding through major gifts from High Net worth Individuals is expected as well, driven by the implementation of IUCN's new Patrons of Nature strategy and bequests programmes. New opportunities for core funding will be explored, and commitment by donors for continued core funding to support the IUCN 2021-2024 programme will be secured, with initiatives that increase the Donor/Fundraising/visibility through high-level events (donor and patrons events, Graduate Institute, WCC).

The development of the IUCN 2021-2024 Programme and the Implementation of the Resource mobilization strategy for the IUCN World Conservation Congress will ensure that IUCN's donors are fully engaged and consulted in the lead up to and during the World Conservation Congress. The

Strategic partnership Unit will lead VIP engagement for Congress, as well as ensure IUCN's fundraising efforts are well coordinated through the event.

The IUCN North America office will continue to deepen its engagement with US and Canadian Government funding agencies, especially the State Department and USAID, substantially increase engagement with US Foundations and increase engagement with US financial institutions including public finance bodies in support of the post 2020 biodiversity framework. The office will further consolidate the Coalition for Private Investment in Conservation and align with the Natural Capital Finance Alliance. Following the 2019 national election, IUCN will increase its engagement with the Canadian government in order to secure its support as a framework donor.

IUCN continues to pursue the model of strategic relations with the EU and focus on direct agreements through its various programs and Regional Offices. At the same time, the IUCN secretariat, with strategic support from the Brussels office, continues to collaborate with the EU Delegations and apply to calls for proposals to seek support for IUCN's regional offices and global programs, including, most notably, the signing of two new grants for West Africa totaling CHF18.5 million in funding. Furthermore, the Brussels office will continue to follow and inform the political discussions of progress on the new Multiannual Financial Framework (MFF) after 2021 including the new EU financial instrument, and specifically the merging of most of the EU's current external financing instruments into one broader instrument. IUCN continues to pursue the indirect financial management status (formally known as IO status) and maintains close contacts with the European Commission regarding the process of a screening exercise which is required before presenting the final pillar-assessment to achieve this status.

The strategy for IUCN GEF and GCF operations is under implementation since 2019, along with procedures and tools to identify, appraise, manage and supervise projects implemented. The strategy will ensure that the IUCN process for project identification and appraisal is being followed for the GEF/GCF portfolio, with the pipeline reviewed every six months by the GEF/GCF Strategy Group. The GEF/GCF Coordination Unit mobilizes IUCN's contribution to GEF Council meetings (twice a year) and GCF Board meetings (twice a year) with the aim of ensuring IUCN projects are part of each work programme reviewed by the relevant governing bodies of these financial mechanisms. It will coordinate and participate to GEF Secretariat interagency meetings. In particular, the Unit contributes to the harmonization and improved consistency of safeguard systems among IUCN members and other GEF agencies. A key objective for 2020 is to ensure that the approved process for monitoring and supervision along with the revised use of fees is being followed for the portfolios across regions. All GEF/GCF projects under implementation for more than one year will be subject to an annual supervision mission/review made up of persons across global/regional/national teams to ensure projects are adaptively managed and moving to results.

4.2 Governance, Risk and Controls

In the area of governance, the successful organization of the 96th Council meeting in Gland, and the on-going preparations for the 97th Council meeting equally to be held in Gland are key 2019 deliverables. The 2019 face-to-face meeting of the Bureau held in July, followed by a long conference call (August), as well as the several decisions approved by email correspondence, helped to effectively taking decisions on urgent and relevant issues. For 2020, the Governance unit will ensure that Council, at its February meeting, will be ready to take decisions on all proposals it is expected to submit to Congress. In charge of the management of the Members' Assembly, the Governance Unit will ensure all timely preparations of content, in particular that the motions and nominations processes run according to schedule. In 2020, the unit will also take charge of the induction of the newly elected Council.

The Membership Unit will support Council, the Director General and Regional offices in the recruitment of Members, with a focus on States and Indigenous peoples' organisations (IPOs). The development of the Membership Strategy is a key element of the work achieved in 2019. The Strategy should be endorsed by Council. Working with the Governance Unit, it will coordinate the electronic vote on motions prior to Congress mandated by Council. The Membership Unit is supporting the Membership Dues joint task force of the FAC/GCC in preparing a proposal for the 2021-2024 membership dues to be voted by Members at Congress. The membership Unit will update the membership brochure outlining the benefits of Members and the work of IUCN with Members. In relation to the Congress, the Unit will

coordinate the Sponsored Members Programme, administer the Members' Accreditation process, and coordinate the preparations and running of the Members and Commissions' Lounge.

In 2020, the third year of implementation of the Enterprise Risk Management Policy adopted by Council, is the opportunity to consolidate the gain made in strengthening the risk culture and standing up a risk framework and organization. The Risk Unit will analyse risk trends arising from the multiple iterations of the risk register and monitor the implementation of mitigation measures by the risk owners identified in 2019. After having refreshed the risk universe, the Risk Unit will facilitate risk control self-assessment on specific risk categories, such as human rights risks, and coordinate the enhancement of controls. Specifically, the projects developed and implemented by IUCN Secretariat benefit from increased safeguard risk diligence through the Environmental and Social Management Standards (ESMS). A key objective for 2020 is to ensure the strengthened application of the ESMS across IUCN. The Secretariat will strengthen the staff's ESMS capacity as well as the expertise used for project development and implementation through workshops and webinars, on the job support and guidance notes.

The Office of the Legal Adviser (OLA) provides legal advice and other services to the Secretariat, Council and other component of the Union. It aims to act as gatekeeper of IUCN's interests by raising awareness about legal risks and other risks arising in case of non-compliance with regulatory, statutory and internal policies requirements. The development and rolling out of an adequate data protection framework, the support to Council and the Secretariat on major governance and membership matters and legal advice on contracts related to the organisation of the 2020 WCC were key achievements in 2019. In 2020, OLA will continue to support all corporate units in achieving results by advising them on contractual, data protection, intellectual property and employment issues, as well as on internal policies and procedures. It will play a critical role in providing legal support to the Members' Assembly, the election process, the motion process and the governance improvements. It will also contribute to the induction of the newly elected Council members by raising awareness on legal matters relevant to their role.

The internal Oversight Unit (OU) enhances and protects IUCN's value by providing independent, risk-based and objective assurance, advice, and insight on the Secretariat's system of internal control, risk management and governance processes. In 2020 core work will consist of assurance work through internal audits, advisory, consulting, and investigation services. An initiative will continue to modernise the internal OU's architecture and this will include developing data analytics and artificial intelligence (AI) capabilities. Substantive work is also planned to support the Director General in modernising the Secretariat's accountability and oversight architecture, primarily through: (i) designing a formal compliance programme, including a standard IUCN-wide approach for internal control self-assessments; and (ii) broadening IUCN's anti-fraud programme to enhance whistle-blower processes, and coverage on anti-bribery, anti-corruption, anti-money laundering, and dealing with sanctioned entities.

4.3 Resource Management, People and Culture

In the area of financial management, the first priority for the Chief Finance Officer is the development of a financial strategy and financial plan for the 2021-2024 Programme, the latter to be approved by Congress. The CFO will also contribute to the development of the IUCN Operational Plan. The finance function will support the rollout of the internal control framework and self-assessment process at the regional level, will continue with making improvements to management reporting and foreign exchange risk management. The Global Programme Operations Unit will deliver the Time Management System (TMS) – and monitor compliance with time recording across the Secretariat. It will continue its efforts to build capacity on and monitor full cost recovery according to the budget costing framework.

Major improvements in Information Systems were achieved in 2019, amongst them the successful upgrade of the ERP system and the CRM system, the deployment of Release 2 of Programme and Project Portal, the launch of the Commission System and Timesheet Management System, the integration of various modules of 2020 Congress Applications and the GWAN was setup in 10 new locations. During 2020, the Secretariat will continue to optimize the Global Wide Area Network (GWAN) and common infrastructure, and expand in new smaller locations. We will continue the implementation of a new Digital Workplace across GWAN locations. We will launch globally the new Timesheet Management System and continue the developments of the Commission System to support WCC 2020

requirements, as well as the integrations of 2020 Congress Applications. A new Knowledge Management approach focusing on ease of search of information within various IUCN repositories will be implemented as well. Managing and mitigating Cyber Security Risks will continue to be our priority as well as ensuring high availability and compliance for all our systems.

Human capital is the most precious resource of the IUCN Secretariat. Global HR has engaged on multiple layers of dialogues with appropriate stakeholders to release the IUCN Staff Rules in 2018. Activities that were already released were continuously monitored and further improved; for example, the 9-box model (talent matrix) was introduced as an enhancement to the 2019 talent reviews and slight modifications were made to previous guidelines in order to adapt to requirements and conditions – such as de-linking performance awards from the region/country/unit financial performance. Global HR was also able to release the very first Pay Gap Report for IUCN, and will continue to monitor the efforts in ensuring equitable compensation for our people. During 2019, the Human Resources Management Group activities included the Competency Framework and the Flexible Working Arrangement, 360-Degree assessment, engagement action plans, High Potentials and Emerging Leaders, promotions, pulse survey, and a comprehensive review of all Conditions of Service for all current locations. In 2020, Global HR will dedicate extensive support to the 2020 Congress, as well as continue developing the Career Development Framework, introduce an onboarding program for the Secretariat as well as introduce strategic workforce plans to assess current and future talent requirements that respond to dynamic programmatic changes. Furthermore, Global HR will roll-out mandatory training on sexual harassment and the Code of Conduct, enhance the existing human capital platform (HRMS) with new modules to be developed in-house and ensure the continuous consolidation of consistent application of HR policies and people practices across the Secretariat.

4.4 Communications

In addition to the ongoing delivery of core communications functions, the Global Communications Unit (GCU) will focus on three main efforts:

- Deliver the Congress communications strategy
- Enhance the visibility of IUCN in the CBD COP 15
- Revamp the IUCN website

Keeping to the 2020 Congress communications strategy, GCU will continue to build awareness around the Congress in an effort to drive participation and enhance its profile and impact. It will also lead on all communications efforts during and after the event, including carrying the Congress outcomes to CBD CoP15. This will include the efforts and assets produced in-house and through external contractors, exploiting our corporate channels and leveraging those of our Members and partners (e.g. National Geographic).

IUCN must be (and be seen to be) a key player in the development of the post-2020 architecture. GCU will work closely with the relevant parts of the Secretariat as well as with Commissions to enhance the visibility of IUCN's contributions. In particular, it will work to carry the messages that come out of Congress into COP 15 in October. This will entail the production of assets including video, Issues Briefs and the use of our online channels and the press (if newsworthy content is produced). GCU will also support the IUCN delegation to COP 15 through corporate channels.

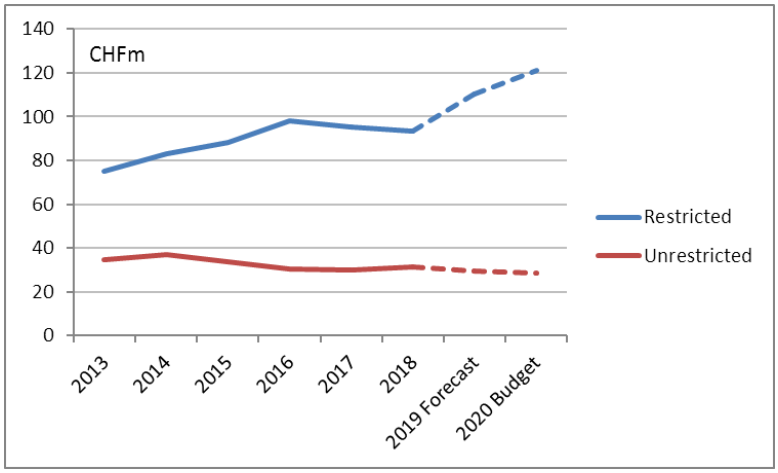
The current IUCN.org website is five years old, and the Drupal open-source community providing the platform will stop supporting the platform in November 2021, putting the site at tremendous risk for attack and outages. This situation demands major renovations to the existing and overtaxed website system for it to continue to exist. These renovations of the IUCN website will take at minimum 18 months to implement including revisiting the architecture, design and functionality of the current website. Based on preparations done in 2018 and 2019, GCU will lead this multiple step process with support from GISG and in consultation with numerous IUCN constituencies both internal and external. These renovations depend on the budget availability.

Part II: THE IUCN BUDGET FOR 2020

1. Summary

The 2020 budget reflects a rising level of restricted income (project income) and a stabilization of the level of unrestricted income (core income)[13] as shown in figure 6 below.

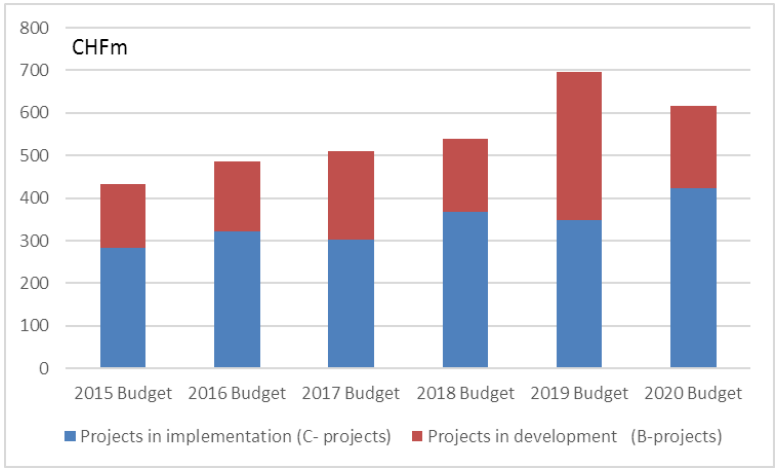
Figure 6: Income trends, CHFm



Unrestricted income comprises Membership dues, Framework income and other unrestricted income. Membership dues remain at a similar level to 2019 as does Framework income. There is a marginal increase in other unrestricted income reflecting growth in the Patrons of Nature initiative.

In respect of restricted income, 2017 and 2018 saw a levelling off project restricted income. Expenditure is forecast to increase in 2019 and 2020 in line with the growth in the project portfolio, as shown in figure 7.

Figure 7: project portfolio, gross contract values, CHFm



The current value of projects in implementation (C - projects) has increased compared to the comparable number for the 2019 budget and now stands at CHF 423m. In contrast, the value of projects under development (B –projects) has declined from CHF 346m to CHF 193m. This decline is a result of several factors: some projects have transitioned from B to C; some B – projects were unsuccessful

[13] The terms restricted income and project income, and unrestricted and core income are used interchangeably in this document.

in securing funding; and some have been reclassified to concepts - an earlier phase in the project development cycle – following the implementation of a more rigorous classification system.

Growth of the portfolio continues to be driven by access to the Global Environment Facility (GEF) and the Green Climate Fund (GCF) funds and by focusing on large-scale programmatic initiatives that are well aligned with donor priorities.

The current value of the GEF portfolio is CHF 54m and this is set to rise to CHF 72m in 2020. The current value of the GCF portfolio is CHF 49m, set to rise to CHF 65m in 2020.

To date, two GCF projects have been approved: Guatemala (CHF 24m), and Kenya (CHF 25m). A further project – Sri Lanka (CHF 17m) – is expected to be approved in October 2019, followed by additional projects in 2020 and 2021 bringing the projected portfolio up to CHF 155m by the end of 2022.

Figure 8: Evolution of the GEF/GCF portfolio, CHFm

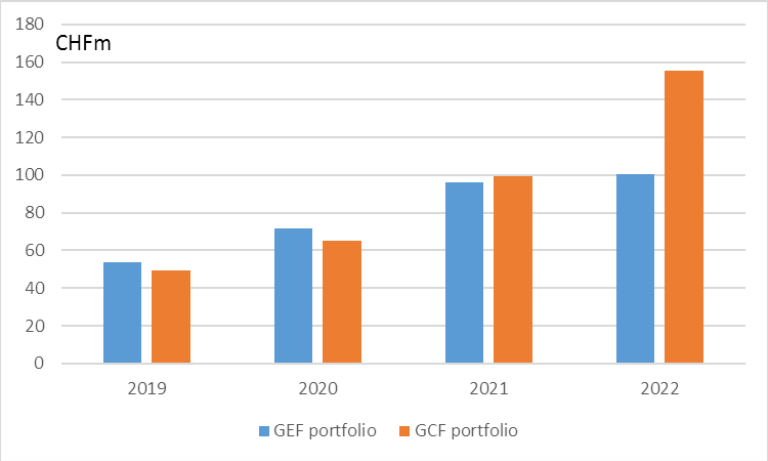
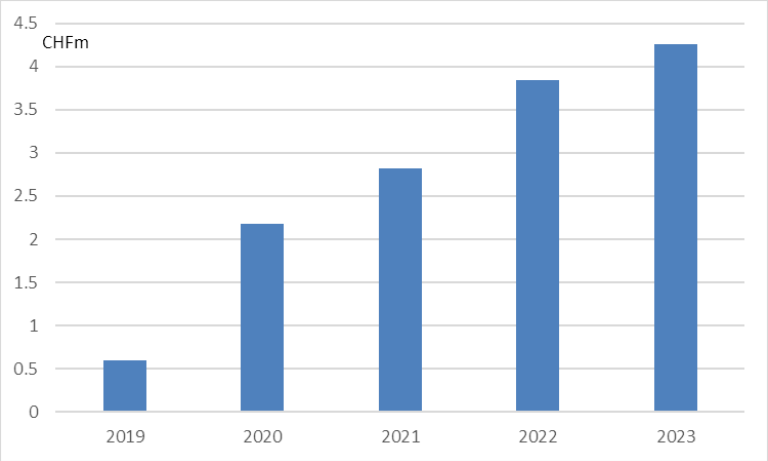


Figure 9 shows the evolution of agency fees earned for the GEF/GCF portfolio. Agency fees of CHF 2.2m are expected to be earned in 2020, a significant increase compared to the 2019 forecast of CHF 0.6m as implementation of approved projects speeds up.

Figure 9: Evolution of GEF/GCF agency fees, CHFm



It is important to note that there is often a significant time lag – often up to one year - between project approvals and actual expenditure being incurred and this delays recognition of the agency fees. This has been factored into the projections.

In addition to funding from GEF and GCF significant resources are being received from the European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

Budget summary

Table 11 below shows the total budget broken down into its two components: the core budget (unrestricted) and the project budget (restricted).

Table 11: Budget summary

	2018	2019	2020	2020
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Core budget				
Income	31.4	29.6	28.7	29
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Expenditure	68.6	69.2	68.2	67
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**
Project budget				
Income	**93.4**	**110.4**	**120.9**	**128**
Expenditure	57.5	71.9	82.2	89
Cost recovery	35.9	38.5	38.7	39
Total expenditure	**93.4**	**110.4**	**120.9**	**128**
Operating result	**-**	**-**	**-**	**-**
Total budget				
Income	124.8	140.0	149.6	157
Expenditure	125.8	141.1	150.4	156
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

Note: cost recovery appears as income in the core budget and as expenditure in the project budget. It represents operating costs funded by project funds.

The budgeted operating result for 2020 is a deficit of CHF 0.8m. CHF 0.4m of this will be funded from designated reserves set aside in previous years to fund Congress costs and systems investments, and CHF 0.4m will be funded from general reserves. .

Total expenditure is budgeted at CHF 150.4m compared to a 2019 forecast of CHF 141.1m and actual expenditure of CHF 125.8m in 2018. The budget of CHF 150.4m compares to a 2017-20 Financial Plan projection of CHF 156m.

The core budget is similar to the forecast for 2019 and also in line with the Financial Plan. Total income, inclusive of cost recovery, is budgeted at CHF 67.4m.

The project budget shows a 10% increase compared to the 2019 forecast at CHF 120.9m, in line with the growth in the project portfolio.

2. Core income and expenditure

Table 12 below provides a breakdown of the core income and expenditure budget.

Table 12: Core income and expenditure

	2018	2019	2020	2020
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Membership dues (net of provisions)	12.7	11.9	11.7	13
Framework income	11.2	11.2	11.2	10
Other unrestricted income	7.5	6.5	5.8	6
Total core income	**31.4**	**29.6**	**28.7**	**29**
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Operating expenditure	66.6	68.6	67.2	67
Other income and expenditure	2.0	0.6	1.0	-
Total expenditure	**68.6**	**69.2**	**68.2**	**67**
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

The budgeted operating result for 2020 is a deficit of CHF 0.8m and a deficit of CHF 0.4m after taking into consideration transfers from designated reserves to fund 2020 expenditure.

2.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income. Core income is budgeted at CHF 28.7m, in line with the 2019 forecast and the 2020 plan.

2.2 Membership dues

Table 13 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 13: Membership dues (CHF m)

	2018	2019	2020
CHF m	**Actual**	**Forecast**	**Budget**
Membership dues	12.8	12.4	12.2
Provision for non-payment	(0.1)	(0.5)	(0.5)
Net Membership dues	**12.7**	**11.9**	**11.7**

Gross Membership dues are budgeted at CHF 12.2m, slightly lower than the forecast for 2019 which includes above average payment of arrears. A provision of CHF 0.5m (2019: CHF 0.5m) has been budgeted for the non-payment of Membership dues. This is a management estimate based on previous years' experience.

2.3 Framework income

Framework income is budgeted at CHF 11.2m (2019 forecast: CHF 11.2m).

Of the total, CHF 10.4m is secured and based on signed agreements. The remainder is dependent on signing annual agreements. For these agreements the amounts budgeted have been based on indications received from donors and past experience.

Of the total Framework income of CHF 11.2m, CHF 2.3m is programmatically restricted.
No amounts have been budgeted for new framework partners that may join IUCN in 2020, although new relationships with potential partners will continue to be explored.

Framework income include in-kind contributions (seconded staff) of CHF 0.9m.

2.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 5.8m. This comprises various items as shown in table 14.

Table 14: Other unrestricted income

	2018	2019	2020
CHF m	**Actual**	**Forecast**	**Budget**
Government tax exemptions	1.5	1.5	1.5
Rental income and services	1.7	1.7	1.5
Patrons of Nature	0.7	1.1	1.3
GEF and GCF agency fees	0.1	0.5	-
Deferred income	0.5	0.5	0.5
Other income	3.0	1.2	1.0
Total	**7.5**	**6.5**	**5.8**

The key items are the value of government tax exemptions in respect of expatriate staff resident in Switzerland and Germany (CHF 1.5m) and rental and service fee income received from Ramsar and tenants in the Headquarters building and in regional offices (CHF 1.5m). Patrons of Nature are expected to contribute CHF 1.3m in 2020. IUCN currently has 11 patrons that provide financial contributions and this is expected to increase further in the latter part of 2019 and in 2020.

GEF and GCF agency fees are budgeted under cost recovery in 2020 and are discussed in section 3.1.

Deferred income relates to the value of donations received in respect of the IUCN HQ building – income is recognized over the life of the assets concerned. Other income reflects various amounts received by regional and country offices.

2.5 Operating expenditure

Operating expenditure is budgeted at CHF 67.2m compared to a 2019 forecast of CHF 68.6m (Table 15).

Table 15: Operating expenditure

	2018	%	2019	%	2020	%
CHF m	**Actual**		**Forecast**		**Budget**	
Staff costs	**53.1**	**80%**	**55.0**	**80%**	**54.4**	**81%**
Communication & publication costs	0.3	0%	0.2	0%	0.3	0%
Consultancy & prof. services	2.3	3%	1.9	3%	1.7	3%
Office costs	3.9	6%	4.3	6%	3.9	6%
Travel, hospitality & conferences	3.1	5%	3.5	5%	3.3	5%
Equipment costs	3.4	5%	3.4	5%	3.4	5%
Grants to partners	0.5	1%	0.2	0%	0.2	0%
Total other costs	**13.5**	**20%**	**13.6**	**20%**	**12.8**	**19%**
Total	**66.6**	**100%**	**68.6**	**100%**	**67.2**	**100%**

The distribution of expenditure is similar to that of 2019 and 2018. 81% of costs are staff costs and 19% other costs.

Staff costs are similar to 2019 despite a 10% growth in project expenditure. This reflects a shift in the delivery model whereby a greater of proportion of projects are implemented by partners. For example, implementation of GEF and GCF project only requires a marginal increase in staff costs for significant increases in project expenditure.

2.6 Other income and expenditure

Other income and expenditure is budgeted at CHF 1.0m (Table 16). It comprises provisions to cover operational risks such as adverse movements in foreign exchange rates and project deficits and a provision of CHF 0.4m to fund the costs of the 2nd World Environmental Law Congress organised by the IUCN World Commission on Environmental Law (WCEL) in the event that these costs cannot be covered by fundraising.

Table 16: Other income and expenditure

	2018	2019	2020
CHF m	**Actual**	**Forecast**	**Budget**
Foreign exchange	0.5	0.3	0.3
Project deficits and other write offs	1.1	0.2	0.2
Other income and expenditure	0.4	0.1	0.1
WCEL Congress	-	-	0.4
Total expenditure	**2.0**	**0.6**	**1.0**

2.7 Transfers to/(from) designated reserves

IUCN makes annual allocations from income to designated reserves to cover the costs of future events, e.g. Congress. These allocations are then released in the year that expenditure is incurred. The 2019 budget included a release from designated reserves of CHF 1.1m to cover expenditure related to Regional Conservation Fora (RCFs), Congress 2020 preparation costs, the External Review and information systems investments.

In 2020, CHF 0.4m will be used from designated reserves to fund Commission activities at the 2020 Congress and other events (CHF 0.2m) and expenditure on information systems (CHF 0.2m).

No allocations to designated reserves are proposed as part of the 2020 budget.

Table 17: Allocations to/(from) designated reserves

	2018	2019	2020
CHF m	**Actual**	**Forecast**	**Budget**
World Conservation Congress and RCFs	0.3	(0.7)	-
External and Governance Review	0.1	(0.1)	
Information Systems Investments	-	(0.2)	(0.2)
Commission Operating Funds	0.2	(0.1)	(0.2)
Other	-	-	-
Total expenditure	**0.6**	**(1.1)**	**(0.4)**

2.8 Allocation of Core Income

Table 18 shows the total core expenditure budget and how each of the different components is funded.

Table 18: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programmme support	Corporate support	Total 2020
Total expenditure	**27.5**	**20.6**	**9.0**	**10.7**	**67.8**
Funding					
Membership	2.2	-	4.6	4.9	11.7
Framework	3.2	6.5	1.5	-	11.2
Other unrestricted	0.9	0.6	0.4	3.9	5.8
Core income	**6.3**	**7.1**	**6.5**	**8.8**	**28.7**
HQ indirect cost recovery			-	1.6	1.6
Cost recovery	21.3	13.5	2.2	0.1	37.1
Cost recovery	**21.3**	**13.5**	**2.2**	**1.7**	**38.7**
Allocations from reserves	-		0.2	0.2	0.4
Transfers/adjustments	(0.1)		0.1	-	-
Total funding	**27.5**	**20.6**	**9.0**	**10.7**	**67.8**

Membership dues are used to support the "backbone" of IUCN, including Union functions such as Membership support, Commission support, and Union Governance. Membership dues also support programme support functions such as planning, monitoring, evaluation and risk management, strategic partnerships and corporate communications. At the regional level, membership dues fund representation and membership support. A significant part is also used to fund a proportion of 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. The cost of corporate functions are also partly funded through cost recovery and the internal service fee mechanisms operated by IUCN.

Membership dues of CHF 1.3m has been allocated to support the operations of IUCN's 6 Commissions. This is included in the Union and programme support category.

Framework income is almost entirely allocated to regional and global programmes in line with donor conditions where it is used to support the development and delivery of the IUCN programme. The other principal source of funding for global and regional programmes is through cost recovery derived from the project portfolio.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from HQ tenants of CHF 1.3m funds the cost of services provided to tenants.

3. Project income and expenditure

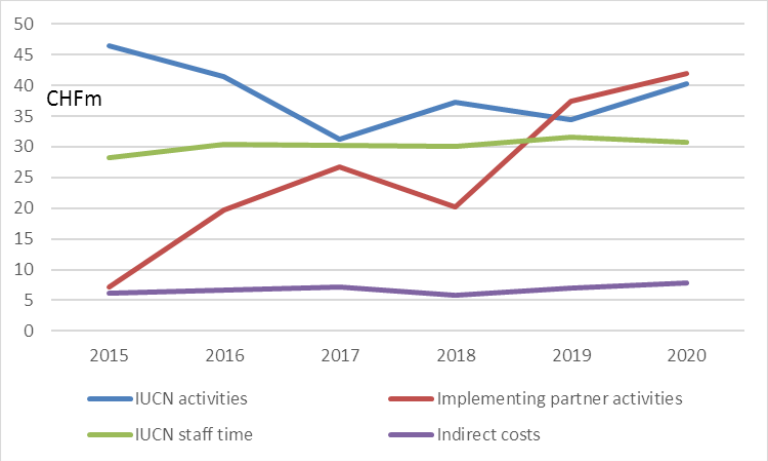
Table 19 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 120.9m compared to a forecast level of CHF 110.4m in 2019. This represents a growth of 10%, which is in line with the growth in the project portfolio.

Table 19: Project income and expenditure

	2018	2019	2020	2020
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Project income	**93.4**	**110.4**	**120.9**	**128.0**
IUCN activities	37.3	34.4	40.3	
Implementing partner activities	20.2	37.5	41.9	89.0
IUCN staff time	30.0	31.5	30.8	
Indirect costs	5.9	7.0	7.9	39.0
Total project expenditure	**93.4**	**110.4**	**120.9**	**128.0**

Figure 10 below shows trends in the main project expenditure categories.

Figure 10: Project expenditure breakdown

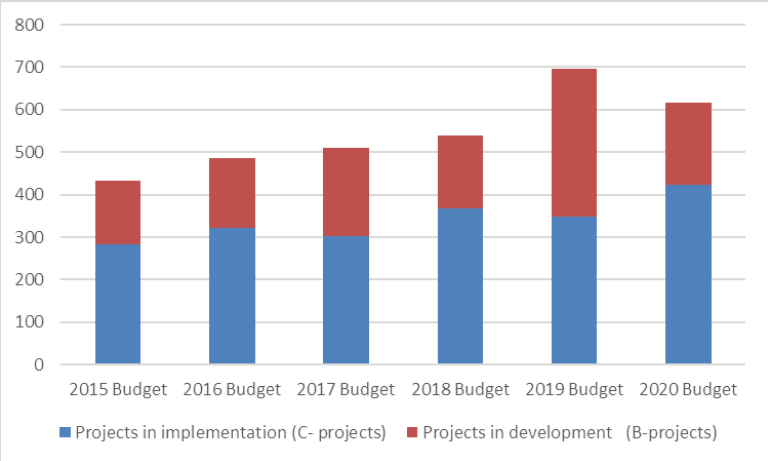


Expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and as a result of the development of the GCF portfolios. This represents a strategic shift that is expected to continue beyond 2020 as funding from GEF and GCF increases further.

Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 20.2m in 2018 to CHF 41.9m in 2020. The majority of this expenditure will be spent through IUCN members.

The budget reflects a growing project portfolio as shown in Figure 11.

Figure 11: IUCN project portfolio



The total value of projects under implementation (C-projects) at the time of budget submissions that will continue into 2020 is CHF 423m, an increase of 21% compared to the level at the time of preparing the 2019 budget. The value of projects at the proposal stage (B-projects) is CHF 193m. B projects are contracts under negotiation that are expected to be signed during the remaining months of 2019 and during 2020. The total value of the B projects has declined by 44% since this point last year. This is a result of several factors, including the implementation of stricter review and approval processes for projects in development.

3.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects. Table 20 shows the 2020 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2019.

Table 20: Project expenditure and cost recovery

	2020 Budget				2019 Budget			
CHFm	**C projects**	**B projects**	**Total**	**%**	**C projects**	**B projects**	**Total**	**%**
Project activity costs	69.6	12.6	82.2	68%	63.2	22.8	86.0	69%
Staff time	25.6	5.2	30.8	25%	21.9	9.6	31.5	25%
Indirect costs	6.4	1.5	7.9	7%	5.1	1.9	7.0	6%
Total project expenditure	**101.6**	**19.3**	**120.9**	**100%**	**90.2**	**34.3**	**124.5**	**100%**
	84%	16%	100%		72%	28%	100%	

Staff time. IUCN's unique set-up requires that IUCN staffs many of the projects that it implements. 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 2020 projects fairly significant staff cost recovery (CHF 30.8m), representing 25% 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. As the GEF/GCF portfolio grows, staff time as a % of project expenditure will decrease.

Indirect costs. IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Indirect cost recovery from projects fund the administration and financial management costs related to project implementation and execution. The average level of indirect cost recovery is around 7%. 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 flat % 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 implementation will be delayed.

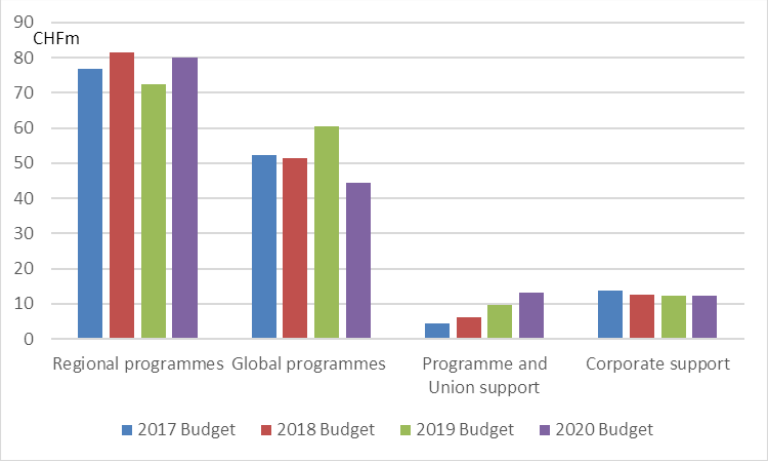
Projects in development (B-projects). When preparing their budgets, programme units assess the likelihood of projects under development being finalized and a contract awarded. The level of expenditure to be incurred in 2019 is then estimated. This is then discounted to reflect the risk of the contract not being awarded or the risk that the implementation start date will be delayed.

Cost recovery budgeted to be earned from projects in development is CHF 6.7m compared to CHF 11.5m in 2019. This represents a significant reduction in risk and increases the level of assurance that the total project budget will be achieved.

3.2 Total budgeted expenditure

Figure 12 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organizational component.

Figure 12: Breakdown of total expenditure budget by organisational component

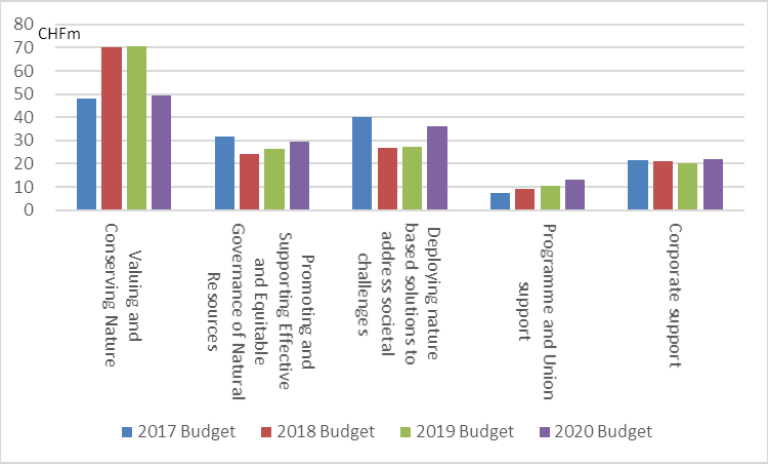


Total expenditure is budgeted at CHF 150m in 2020. Regional programmes show an increase of approx. 10% compared to the 2019 budget, whereas global programmea show a decrease. The growth in regional programmes reflects growth in the GEF and GCF portfolio, which are administered regionally with technical support from global programmes. Global programmes generate significant amounts of income to be spent at the regional level – these amounts are included under Regional programmes.

Programme and Union support also shows an increase due to Congress activities which will exceed CHF 5m in 2020.

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 13.

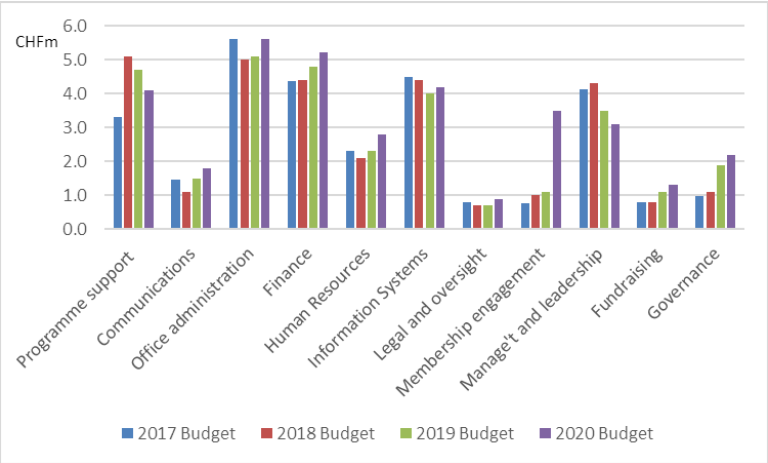
Figure 13: Total expenditure by programme area and support functions, CHFm



For the 2020 budget, Valuing and Conserving Nature represents the largest area of expenditure (CHF 49m), followed by Deploying Nature-based Solutions (CHF 36m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 30m).

Programme and Union Support, and Corporate Support are broken down as follows:

Figure 14: Programme and Union Support by function



For the 2020 budget, the total cost of programme and Union support is CHF 12.9m and corporate support CHF 21.8m. This is the cost of these functions across the global Secretariat, including regional and country offices, and irrespective of funding source. Governance costs and Membership engagement costs are significantly higher in 2020 compared to previous years as a result of the Congress.

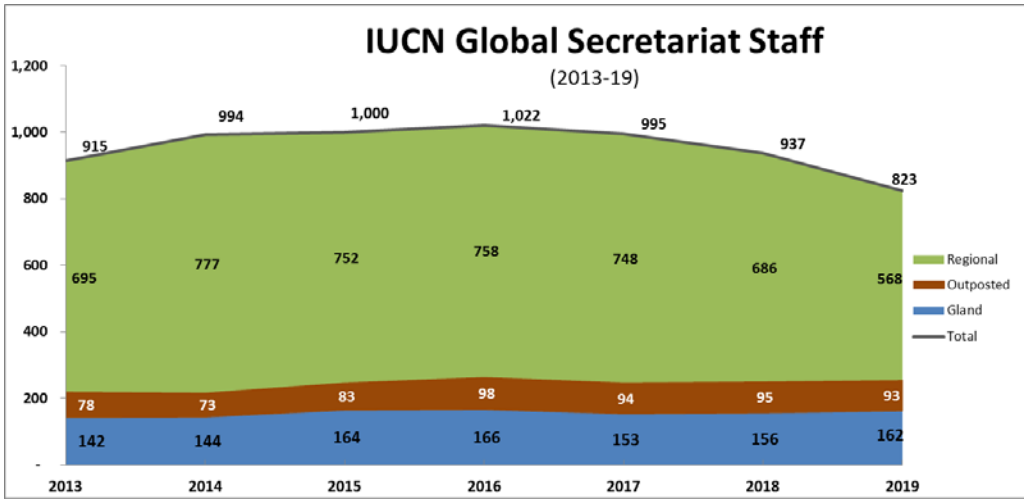
CHF 1.3m of corporate costs (primarily those related to office administration, but also in respect of finance, HR and information systems) are recovered from HQ tenants.

The attribution of costs to functions is not an exact science and hence some of the annual variation is likely due to individual interpretation of budgeting procedures, particularly in respect of the categories management and leadership and programme support.

3.3 Staffing and staff costs

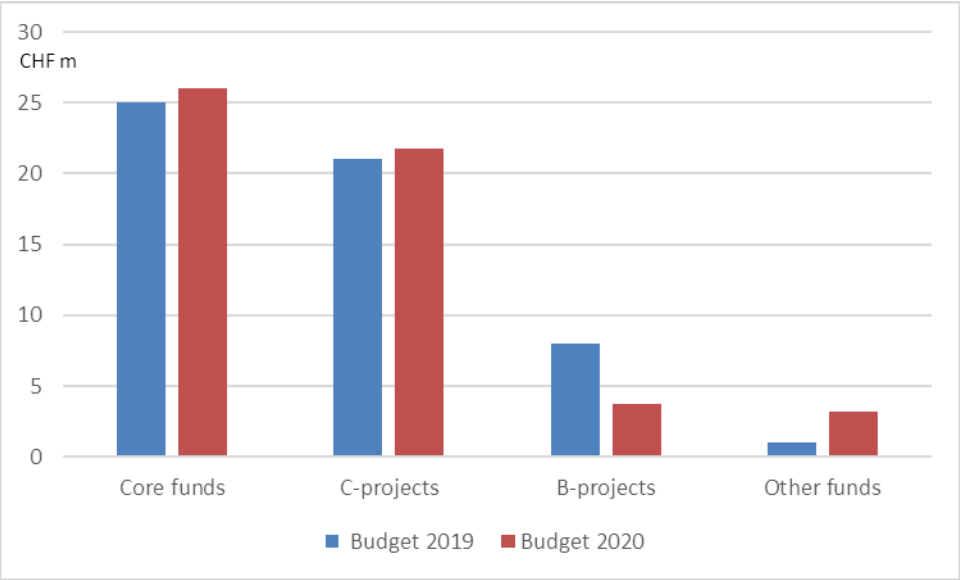
Figure 15 shows trends in staffing levels from the year 2013 to the present date. A decrease in total staff numbers from 823 to 792 is foreseen in 2020, a decline of 4%. Staff in Gland are projected to decrease from 162 to 150 during the course of 2020. The reduction is partially attributable to temporary Congress positions that will end in mid 2020 and also to a reduction in the number of programme positions in HQ.

Figure 15: Secretariat staff



The total budgeted 2020 staffing cost is CHF 54.4m (2019 Budget CHF 55m). Staff costs are budgeted to be funded as shown in Figure 16.

Figure 16: Funding of staff costs



Staff costs funded by core funds is budgeted to increase slightly from CHF 25m in 2019 to CHF 26m in 2020. This is partly due to additional Congress positions and also positions funded by the French and Korean governments. CHF 4m is budgeted to be funded from B-projects, i.e. projects currently under negotiation/development. This is a significant reduction compared to 2019 when the figure was CHF 8m. It represents a significant reduction in risk, as the overall percentage of staff funded by secured funding is higher.

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.

3.4 Investments in Information Systems

IUCN continues to invest in its information systems structure and applications to increase efficiency and control and to provide services to the Union. Table 21 shows the status of major initiatives:

Table 21: Information systems initiatives

Initiative	Description	Current status	2020 plan
Global Wide Area Network (GWAN)	Standardised IT network allowing remote offices to connect to global applications (ERP, CRM, Union Portal, HRMS, eMail) in a secure and reliable way and to provide a platform for the use of web-based communications tools such as Skype for Business and video-conferencing.	Implemented in all regional and outposted offices. Solution developed for small offices and rolled out to 9 locations	Continue rollout of solution to small offices.
Programme and Project Portal	Database of all IUCN projects allowing tracking of project delivery and global reporting against the IUCN Programme.	All base data maintained in the system. Analytical reporting implemented. On-line workflow for project appraisal and approval implemented.	Development of outward facing portal to provide on-line access to donors, partners and other stakeholders.
Time Management Systems	Global system for the recording and approval of staff time and budget verification.	System developed and currently being piloted.	All offices top start using the system as of 1 Jan 2020.
ERP system	Finance, procurement, grant management and administration system.	Finance system upgraded from v 2009 to v 2017. Implementation of global e-banking solution in progress. Automated distribution of project and management reports implemented.	Continue implementation of e-banking rollout. Implement improvements to procure to pay process. Continued improvement of reporting capabilities.
Electronic signatures	System for electronic signature of internal and external documents through workflow processes.	DocuSign selected and to be deployed globally within IUCN by end 2019.	Monitor and support.
Union Applications	Includes: Union Portal, CRM, Commission Management System (CMS) and HRMS.	v1.0 of CMS implemented. New CRM (customer relationship management) tool implemented. Support provided for external development of Congress applications.	Further development of CMS for post Congress renewals. Upgrade of Union Portal with improved functionality. Continued support of congress applications.
Running Secretariat global applications	Ensures that all global systems and applications are available for all users in a compliant and secure way. Includes the Data Centre in Gland and the Disaster Recovery Centre in Meyrin.	Upgrade of application servers and storage hardware to host all upgraded applications. Ensured that all 2017 and 2018 external audit points were fixed for compliance of Financial reporting.	Upgrade Data centre network switches. Ensure that all 2019 external audit points are fixed.

The costs of all of the above are included in the Global Information Systems Unit budget (Total for all services including new initiatives: CHF 3.7m) with the exception of CHF 0.2m which will be funded from the designated reserve for investments in information systems.

3.5 Balance sheet and reserves

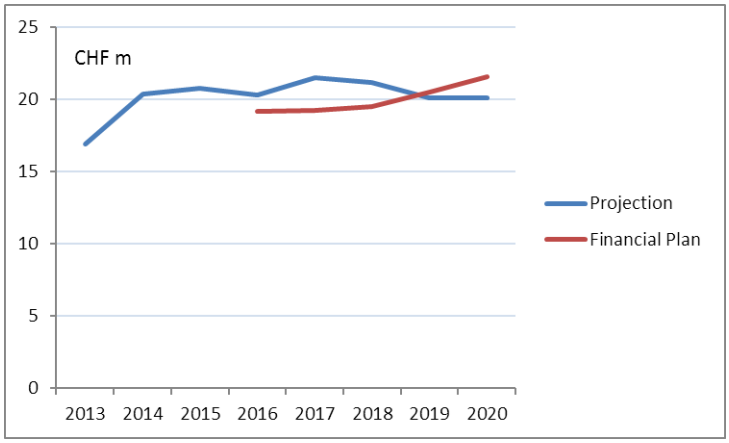
Table 22 shows IUCN's balance sheet at the end of 2018 and the forecast balance sheet at the end of 2019 and 2020. Cash balances are forecast to decline by the end of 2019 as they were unusually high at the end of 2018 due to the high inflow of advances from donors towards the year end. Cash balances are expected to increase during 2020 as the project portfolio continues to grow. The trend in project agreement advances mirrors that of the cash balances. Advances to implementing partners are also expected to grow during 2019 and 2020, reflecting the progressive shift to working through partners for project implementation.

Table 22: Forecast balance sheet

	2018 Actual	2019 Forecast	2020 Forecast
	CHFm	CHFm	CHFm
Current assets			
Cash and short term bank deposits	48	40	42
Financial assets	16	17	17
Advances to implementing partners	14	15	16
Project agreement receivables	15	15	15
Other current assets	10	11	11
Total current assets	**103**	**98**	**101**
Fixed assets	29	28	27
	132	**126**	**128**
Current liabilities			
Accounts payable and accrued liabilities	14	14	14
Project agreement advances	62	57	60
Other current liabilities	4	4	5
Total current liabilities	**80**	**75**	**79**
Total provisions	6	6	6
Total non-current liabilities	27	26	25
Total reserves	20	19	18
Total liabilities and reserves	**132**	**126**	**128**

Figure 17 shows the movement in IUCN's reserves from 2013 and the projection to the end of 2020. Reserves are expected to fall from a level of CHF 19.9m at the end of 2018 to a level of CHF 18.3m at the end of 2020 as a result of the drawdown from designated reserves to fund the Regional Conservation Fora and Congress preparations. The long-term reserves target set by Council is CHF 25m.

Figure 17: UCN Reserves



Part III: Risks Inherent in the Work Plan and Budget 2020

The main risks for 2020 are:

Delays in project implementation

Risk Level: Tier 2 – High. Project expenditure is budgeted at CHF 121m, a 10% increase on the 2019 forecast of CHF 110m. However, this is significantly higher than the level of CHF 93m achieved in 2018. As core income declines, IUCN becomes increasingly dependent on the project portfolio for the funding of staff costs and infrastructure costs. 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 infrastructure costs that can be recovered from the project portfolio, meaning a higher portion has to be funded from core income. A total of CHF 19m of project expenditure is budgeted to come from contracts not yet signed. This is significantly lower than the 2019 level of CHF 34m, representing a reduction in risk.

Risk response: 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 signed project contracts to the extent possible. Conversion rates of projects under development will be monitored and a risk assessment performed at the end of each quarter. If the level of conversions is low, budget modifications will be considered.

Risk Owner: Global and Regional Directors

Non-payment of membership dues

Risk Level: Tier 2 – High. 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.

Risk response: A provision of CHF 0.5m has been made in the 2020 budget for non-payment of membership dues. A Membership strategy has been developed and this will be rolled out during 2020. The strategy will strengthen IUCN's value proposition.

Risk Owner: Global Director - Union Development Group

Exposure to foreign exchange fluctuations

Risk Level: Tier 4 – Low. 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 actual Swiss franc value of contributions will be lower than projected in the 2020 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects.

Risk response: In respect of the core budget, which is set in Swiss francs, the risk of foreign exchange losses is mitigated by a hedging strategy using forward currency contracts. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. In respect of the project budget, a natural hedging strategy is adopted whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

Risk Owner: Chief Finance Officer

Process for identifying the members of the 2020 Congress committees

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/5

1. Once the Terms of Reference of all six 2020 Congress committees will have been approved by Council at its meeting in October 2019, the standing committees of the Council will be invited to identify qualified individuals for nomination as members of the 2020 Congress committees. The Congress Preparatory Committee (CPC) coordinates this process and forwards a proposal to Council in time for it to review the list at its 98th meeting in February 2020. Should it be necessary, this process will continue following the 98th Council meeting which may request the CPC to submit a complete proposal to the Bureau for approval in advance of the 2020 Congress.
2. The criteria for identifying candidates for 2020 Congress committees shall include, but not be limited to:
    - Be associated with a Member organization/institution or member of Council (current or previous);
    - A good mix between experience in past Congress(es) and new people;
    - Be registered for the Congress and as a result, does not require financial support to attend the Congress for the specific purpose of discharging duties as a Congress Committee member;
    - Gender and regional balance in each committee; gender and regional balance across the chairs of all Congress Committees;
3. The Standing Committees may suggest additional criteria specifically related to the field of work of the respective Congress Committee.
4. Council members will be invited to identify candidates.
5. Nomination of individuals as chair of a Congress committee shall be done in close consultation with the IUCN President.
6. The IUCN President formally nominates to Congress the members of the 2020 Congress Committees.

Procedimiento armonizado para la provisión de vacantes en los puestos de Tesorero, Presidente de Comisión y Consejero Regional

Pasos	Tesorero	Presidente de Comisión	Consejero Regional
Preaviso	Si las circunstancias lo permiten, el titular deberá dar por lo menos tres meses de preaviso antes de que su renuncia se haga efectiva.	Si las circunstancias lo permiten, el titular deberá dar por lo menos tres meses de preaviso antes de que su renuncia se haga efectiva.	Si las circunstancias lo permiten, el titular deberá dar por lo menos tres meses de preaviso antes de que su renuncia se haga efectiva.
Nombramiento provisional	Si es necesario, el Consejo nombrará a uno de sus miembros como Tesorero interino hasta cubrir la vacante.	Si es necesario, el Vicepresidente de la Comisión correspondiente ejercerá la presidencia hasta que el Consejo cubra la vacante.	N/A
Vacantes que se produzcan menos de un año antes del Congreso	Si la vacante ocurre menos de un año antes del Congreso, el Consejo podrá designar a uno de sus miembros como Tesorero si considera que es innecesariamente confuso y engorroso pedir candidaturas para cubrir una vacante en paralelo con la solicitud de candidaturas para la elección al puesto de Tesorero.	Si la vacante ocurre menos de un año antes del Congreso y el Consejo considera que es innecesariamente confuso y engorroso pedir candidaturas para cubrir una vacante en paralelo con la solicitud de candidaturas para la elección a los puestos de Presidente de Comisión, podrá cubrir la vacante por recomendación del Comité Directivo de la Comisión en cuestión de uno o, como máximo, dos candidatos, previa consulta de la membresía de la Comisión por dicho Comité Directivo, de acuerdo con el espíritu del artículo 30*bis*.	Si la vacante se produce menos de un año antes del Congreso, el Consejo podrá decidir no cubrirla si considera que es innecesariamente confuso y engorroso pedir candidaturas para cubrir una vacante en paralelo con la solicitud de candidaturas para la elección a los puestos de Consejero Regional.
Términos de Referencia (TdR)	Los TdR para el puesto, incluyendo las responsabilidades, así como las cualificaciones requeridas y requisitos correspondientes, serán los aprobados por el Consejo e publicados en la convocatoria de candidaturas para la elección al puesto de Tesorero a que se hace referencia en el Artículo 30 del Reglamento, revisados, en la medida en que sea necesario, para tener en cuenta las circunstancias imperantes en el momento de la vacante.	Los TdR para el puesto, incluyendo las responsabilidades, así como las cualificaciones requeridas y requisitos correspondientes, serán los aprobados por el Consejo e publicados en la convocatoria de candidaturas para la elección a los puestos de Presidente de Comisión a que se hace referencia en el Artículo 30 del Reglamento, revisados, en la medida en que sea necesario, para tener en cuenta las circunstancias imperantes en el momento de la vacante.	Los TdR para el puesto, incluyendo las responsabilidades, así como las cualificaciones requeridas y requisitos correspondientes, serán los aprobados por el Consejo e publicados en la convocatoria de candidaturas para la elección a los puestos de Consejero Regional a que se hace referencia en el Artículo 30 del Reglamento, revisados, en la medida en que sea necesario, para tener en cuenta las circunstancias imperantes en el momento de la vacante.

Identificación de los candidatos	El Consejo establecerá un Comité de Selección compuesto por el Presidente, uno o más Vicepresidentes propuestos por el Presidente sobre la base de competencias pertinentes establecidas, el Tesorero saliente o interino, si fuera el caso, el Presidente del CFA, el Consejero del Estado en el cual la UICN tiene su sede, y un Consejero adicional. En una primera fase, se invitará a todos los miembros del Consejo a alentar a las personas calificadas a presentar su candidatura al Comité de Selección. En caso de que esto no permita identificar candidatos calificados, el Comité de Selección solicitará a la Directora General que haga una llamada a todos los Miembros de la UICN que estén el día de sus cotizaciones en todo el mundo. El Comité de Selección presentará al Consejo un único candidato para su aprobación.	1. Se pedirá al Presidente saliente o al Vicepresidente de la Comisión en cuestión que establezca un Comité *especial* de conformidad con el Artículo 30bis del Reglamento, y que comunique a la Directora General y a los vicepresidentes, actuando como Comité de Candidaturas de conformidad con el Artículo 48 del Reglamento, los nombres del presidente y de los miembros del Comité *especial* de la Comisión. 2. La convocatoria de candidaturas de la DG se enviará a todos los Miembros de la UICN y a los miembros de la Comisión en cuestión. La Convocatoria de candidaturas indicará explícitamente que, por razones de tiempo, ésta también constituye la invitación a los miembros de la Comisión exigida por el Artículo 30*bis* del Reglamento, invitándolos a presentar al Comité *especial* de la Comisión posibles candidatos a Presidente de la Comisión. 3. En la Convocatoria de candidaturas, se especificará el plazo para que los Miembros de la UICN y los miembros de la Comisión propongan nombres directamente al Comité de Candidaturas del Consejo (Artículo 30 del Reglamento), y para que el Comité *especial* de la Comisión transmita, con la aprobación previa del Comité Directivo de la Comisión, una lista de hasta dos candidatos prioritarios al Comité de Candidaturas (Artículo 30*bis* del Reglamento).	El Consejo invitará a todos los Miembros de la UICN de la región estatutaria en cuestión que estén al día de sus cotizaciones a presentar candidaturas. Los Vicepresidentes, actuando como Comité de Candidaturas de conformidad con el Artículo 48(c)(ii) del Reglamento, convalidarán las candidaturas presentadas por los Miembros de la UICN. El Comité de Candidaturas presentará todas las candidaturas válidas al Consejo.

		4. El Comité de Candidaturas del Consejo presentará al Consejo un único candidato para su aprobación.	
Selección de los candidatos	El Consejo elegirá a la persona que ocupará la vacante al puesto de Tesorero para el resto del mandato por voto electrónico secreto. Si sólo hay un candidato, el Consejo decidirá si apoya a este candidato durante una de sus reuniones o por voto electrónico.	El Consejo elegirá a la persona que ocupará la vacante al puesto de Presidente de Comisión para el resto del mandato por voto electrónico secreto. Si sólo hay un candidato, el Consejo decidirá si apoya a este candidato durante una de sus reuniones o por voto electrónico.	El Consejo elegirá a la persona que ocupará la vacante al puesto de Consejero Regional para el resto del mandato por voto electrónico secreto. Si sólo hay un candidato, el Consejo decidirá si apoya a este candidato durante una de sus reuniones o por voto electrónico.

Members admitted by Council at its 97th meeting, 19-22 October 2019, decision C97/9

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Association Nature et Développement *(Nature and Development Association)*	NATUDEV	Burkina Faso	https://www.associationnatudev.org	NG	1) NG/25274 Association intervillageoise de Gestion des Ressources Naturelles et de la Faune de la Comoé-Léraba, Burkina Faso *(The Intervillage Association for Natural Resources and Fauna Managment of Comoé-Léraba)* 2) NG/25201 Centre Régional de Recherche et d`Education pour un Développement Intégré, Benin *(Regional research and Education Center for integrated Development)*	NATUDEV
	2	African Marine Mammal Conservation Organisation	AMMCO	Cameroon	https://www.ammco.org	NG	1) NG/25796 Environment and Rural Development Foundation, Cameroon 2) NG/25800 Réseau des Acteurs de la Sauvergarde des Tortues Marines en Afrique centrale, Congo DRC *(Central African Network for Sea Turtle Conservation)*	AMMCO
	3	Alliance pour la Conservation des Grands Singes en Afrique Centrale *(Alliance for the conservation of great apes in Central Africa)*	Alliance GSAC	Cameroon	http://alliance-gsac.org/fr/	IN	1) NG/25772 Forêts pour le Développement Integral, Congo DRC *(Forest for Integral Development)* 2) NG/25408 Forêts et Développement Rural, Cameroon *(Forests and Rural Development)*	GSAC
	4	Dynamique des Groupes des Peuples Autochtones *(Dynamics of Indigenous Peoples' Groups)*	DGPA/RDC	Democratic Republic of the Congo	n/a	IP	1) NG/25746 Synchronicity Earth, United Kingdom 2) IN/24548 A Rocha International, United Kingdom	DGPA
	5	Femmes Solidaires *(Solidarity Women)*	FESO	Democratic Republic of the Congo	n/a	NG	1) NG/24857 Réseau pour la conservation et la réhabilitation des écosystèmes forestiers du Nord-Kivu, Congo RDC *(Network for the Conservation and Rehabilitation of Forest Ecosystems of North-Kivu)* 2) NG/25746 Synchronicity Earth, United Kingdom	FESO
	6	Fédération Paysanne KAFO *(KAFO Peasant Federation*	KAFO	Guinea Bissau	n/a	NG	GA/24947 Institute for Biodiverity and Protected Areas, Guinea Bissau NG/24743 Tropical Nature, Benin	25795_KAFO
	7	MBOU-MON-TOUR	MMT	Democratic Republic of the Congo	http://mboumontour.org/	NG	1) NG/24857 Réseau pour la conservation et la réhabilitation des écosystèmes forestiers du Nord-Kivu, Congo RDC *(Network for the Conservation and Rehabilitation of Forest Ecosystems of North-Kivu)* 2) NG/25746 Synchronicity Earth, United Kingdom	MMT

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	8	Hirola Conservation Programme	HCP	Kenya	https://www.hirolaconservation.org	NG	1) NG/624 People`s Trust for Endangered Species, UK 2) NG/25454 Rainforest Trust, USA	HCP
	9	Reseau des Associations de la Réserve de Biopshére Arganeraie *(Arganeraie Biosphere Reserve Network of Associations)*	RARBA	Morocco	www.rarba-tiznit.org	NG	1) NG/1163, Association Marocaine pour la Protection de l'Environnement et le Climat, Morocco *(Moroccan Association for Environment and Climate Protection)* 2) NG/25279, Association de Gestion Integrée des Ressources, Morocco *(Association of Integrated Resource Management)*	RARBA
	10	Partenariat Régional pour la Conservation de la zone côtière et marine en Afrique de l'Ouest *(Regional Partnership for the Conservation of the Coastal and Marine Area in West Africa)*	PRCM	Senegal	www.prcmarine.org	NG	1) NG/1506 Association sénégalaise des Amis de la Nature, Senegal *(Senegalese Association for Friends of Nature)* 2) NG/24682 Centre de Suivi Ecologique, Senegal *(Ecological Monitoring Centre)*	PRCM
	11	Lapalala Wilderness School	LWS	South Africa	https://www.lwschool.org/	NG	1) NG/24755 Birdlife, South Africa 2) NG/500 Endangered Wildlife Trust, South Africa	LWS
	12	South African Hunters and Game Conservation Association	SA Hunters	South Africa	www.sahunters.co.za	NG	NG/500 Endangered Wildlife Trust, South Africa NG/1080 Namibia Nature Foundation, Namibia	SA Hunters
	13	Africa Institute for Energy Governance	AFIEGO	Uganda	https://www.afiego.org	NG	1) NG/24738 ECOTRUST, Uganda 2) NG/25780 Busitema University Faculty of Science and Education Nagongera Campus, Uganda	AFIEGO
Meso and South America	14	Instituto Nacional de Bosques *(National Forestry Institute)*	INAB	Guatemala	https://www.inab.gob.gt	GA	*not required*	INAB
	15	Grupo Autónomo para la Investigación Ambiental A.C. *(Autonomous Group for Environmental Research A.C.)*	GAIA	Mexico	https://www.gaiaoax.org	NG	1) ST/25099 Secretaría de Medio Ambiente y Recursos Naturales, Mexico *(Ministry of Environment and Natural Resources)* 2) NG/24663 Instituto para el Desarrollo Sustentable en Mesoamerica, Mexico *(Institute for Sustainable Development in Mesoamerica)*	GAIA
	16	PRONATURA Noreste A.C.	PNE	Mexico	https://www.pronaturanoreste.org/	NG	1) NG/25512 PRONATURA Península de Yucatán, Mexico 2) NG/25032 Reforestamos Mexico	PRONATURA
	17	Asociacion Pro Cordillera San Rafael *(Pro Cordillera San Rafael Association)*	PROCASARA	Paraguay	https://procosara.org/en/	NG	1) NG/24653 Asociación Guyra Paraguay Conservación de Aves, Paraguay *(Guyra Birds Conservation Association in Paraguay)* 2) NG/1301 Fundación Moises Bertoni, Paraguay	PROCASARA
	18	Federación por la Autodeterminación de los Pueblos Indígenas (Federation for the Self -Determination of Indigenous Peoples)	FAPI	Paraguay	www.fapi.org.py	IP	NG/24653 Asociación Guyra Paraguay Conservación de Aves (GUYRA), Paraguay NG/24967 Asociación para la Conservación, Investigación de la Biodiversidad y el Desarrollo Sostenible, SAVIA, Bolivia (Association for Conservation, Biodiversity Research and Sustainable Development)	FAPI
North America & the Caribbean	19	Atlanta Botanical Garden	ABG	United States of America	https://www.atlantabg.org	AF	1) NG/25554, Cornell Botanic Gardens, USA 2) NG/25499 American Public Gardens Association, USA 3) AF/25562 Desert Botanical Garden, USA	ABG
	20	Gordon and Betty Moore Foundation	0	United States of America	www.moore.org	NG	NG/550 WWF, USA NG/25220 Biodiversity Funders Group, USA	Moore
	21	Jackson Wild (Jackson Hole Wildlife Film Festival)	Jackson Wild	United States of America	https://www.jacksonwild.org/	NG	1) NG/25321 PCI-Media Impact, USA (S. Southey, CEC Chair) 2) NG/25609 National Whistleblower Center, USA 3) IN/1317 International Fund for Animal Welfare, USA	Jackson Wild

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South and East Asia	22	Community-Based Conservation and Development Research Center	CCDRC	China	http://www.ccdrc.com.cn/	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	CCDRC
	23	International Alliance of Protected Areas	IAPA	China	http://www.iapa.pub/	NG	1) NG/25179 Friends of Nature, China 2) NG/25377 Chengdu Bird Watching Society, China 3) Nature Conservancy China Programme on behalf of NG/194 Nature Conservancy, USA)	IAPA
	24	International Network for Bamboo and Rattan	INBAR	China	https://www.inbar.int/	AF	1) NG/25184 Chinese Society of Forestry, China 2) NG/25045 Beijing Forestry Society, China	INBAR
	25	SEE Foundation	SEE	China	www.see.org.cn	NG	NG/25487 China Mangrove Conservation Network, China NG/25182 Shan Shui Conservation Center, China	SEE
	26	The Society of Canton Nature Conservation	SCNC	China	www.hinature.org	NG	NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	SCNC
	27	Digo Bikash Aviyaan Kendra *(Sustainable Development Initiative Centre)*	SDIC	Nepal	n/a	NG	1) NG/25379 Green Governance, Nepal 2) NG/1044 Environmental Camps for Conservation Awareness, Nepal	SDIC
	28	Prakritikaa saathiharu *(Friends of Nature)*	FON	Nepal	www.fonnepal.org	NG	1) NG/25379 Batabaraniya Susan Karya Samuha, Nepal *(Green Governance Nepal)* 2) NG/25679 Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation, Nepal *(Small Mammals Conservation and Research Foundation)*	FON
West Asia	29	Environmental Sciences Department	SUH-Env	Iraq	https://science.su.edu.krd/	GA	*not required*	SUH
	30	Kuwait Water Association	KWA	Kuwait	www.kwa.org.kw	NG	NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan NG/25684 Horizon for a Green Environment, Jordan	KWA
	31	Sustainability for Nature Conservation	SNC	Yemen	http://natural-snc.org/	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	25705_SNC
Oceania	32	Predator Free 2050 Limited	PF2050	New Zealand	http://www.pf2050.co.nz	AF	1) National Committee of IUCN Members, New Zealand 2) Andrew Bignell, IUCN Councillor	PF2050

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
East Europe, North & Central Asia	33	Agjencia Kombëtare e Zonave të Mbrojtura (National Agency of Protected Areas in Albania)	NAPA	Albania	www.akzm.gov.al	GA	n/a	NAPA
	34	Public Foundation CAMP Alatoo	PF CAMP Alatoo	Kyrgyzstan	www.camp.kg	NG	1) NG/25668 Association of Nature Conservation Organizations of Tajikistan 2) NG/25168 Youth Ecological Movement–BIOM, Kyrgyzstan	PF CAMP
West Europe	35	Koninklijk Belgisch Instituut voor Natuurwetenschappen (Royal Belgian Institute of Natural Sciences)	RBINS	Belgium	www.naturalsciences.be	GA	n/a	RBINS
	36	ULB-Coopération (ULB-Cooperation)	ULB-C°	Belgium	www.ulb-cooperation.org	IN	1) NG/25743 Benin Ecotourism Concern, Benin 2) NG/25733 Association Togolaise pour la Conservation de la Nature, Togo (AGBO-ZEGUE NGO : Togolese Society for Nature Conservation)	ULB
	37	Institut de Recherche pour le Développement (French National Research Institute for Sustainable Development)	IRD	France	https://www.ird.fr	AF	1) ST/572 Ministère des Affaires étrangères et du Développement international, France (Ministry of Foreign Affairs and International Development) 2) AF/24642 Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France (Agricultural Research Centre for International Development) 3) Comité national français des Membres de l'UICN, France (National Committee of IUCN Members)	IRD
	38	Partenariat Français pour l'Eau (French Water Partnership)	PFE/FWP	France	www.partenariat-francais-eau.fr	NG	AF/25758 Agence française pour la biodiversité, France (French Biodiversity Agency) Comité national de l'UICN, France (IUCN National Committee, France)	FWP
	39	POLLINIS		France	www.pollinis.org	NG	1) NG/25108 INCA, Albania 2) NG/24938 Noé Conservation, France	Pollinis
	40	Asociacion para la Defensa de la Naturaleza y los Recursos de Extremadura *(Association for the Protection of Nature and Resources of Extremadura)*	ADENEX	Spain	http://www.adenex.org/	NG	1) NG/597 Lliga per a la Defensa del Patrimoni Natural (DEPANA), Spain *(League for Natural Heritage Defense)* 2) NG/1455 Fundación Naturaleza y Hombre, Spain *(Foundation for Man and Nature)*	ADENEX
	41	Fundacion Savia por el Compromiso y los Valores *(Savia Foundation for Commitment and Values)*	Fundacion Savia	Spain	http://fundacionsavia.com/	NG	1) NG 22525 Fundación Monte Mediterráneo, Spain 2) NG 882, Ecologistas en Acción, Spain *(Ecologists in action)* 3) NG 23896 Fundació Catalunya–La Pedrera, Spain 4) NG 25463 Grupo para la Rehabilitación de la Fauna Autóctona y su Hábitat (GREFA), Spain *(Wildlife and Habitat Rehabilitation Group)*	SAVIA
	42	Commonland	CL	The Netherlands	http://www.commonland.com	NG	NG/118 Dutch Society for the Preservation of Nature Monuments, The Netherlands NG/409 World Wide Fund for Nature - The Netherlands NG/24787 Union of Provincial Landscape Organisations, The Netherlands	25801_Commonland
	43	Stichting Black Jaguar Foundation	BJF	The Netherlands	www.black-jaguar.org	NG	IUCN National Committee of The Netherlands NG/23173 Law for a Green Planet Institute, Brazil	BJF
	44	Earth Champions Foundation	ECF	United Kingdom	www.earthchampions.org	NG	NG/1539 Bristol Clifton and West of England Zoological Society, United Kingdom NG/25543 TERRE Policy Centre, India	ECF
	45	The Jane Goodall Institute Global	JGI	United Kingdom	https://www.janegoodall.org/	IN	1) WWF - USA 2) Peter Cochrane, IUCN Councillor	JGIG

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

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application

Applications deferred by 97th Council, October 2019

Africa	46	Wildlife Direct Kenya	WLD	Kenya	www.wildlifedirect.org	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	WildlifeDirect
North America & the Caribb	47	Earth League International	ELI	United States of America	https://www.earthleagueinternational.org	NG	1) NG/25609 National Whistleblower Center, USA 2) NG/25824 Thinking Animals, Inc., USA	ELI
	48	Population Institute	PI	United States of America	https://www.populationinstitute.org/	NG	1) NG/25614 Margaret Pyke Trust, UK 2) NG/25592 PHE Ethiopia Consortium, Ethiopia	PI
South and East Asia	49	Intl. WeLoveU Foundation	WeLoveU	Korea, Republic of	www.intlweloveu.org	IN	NG/621 Ecological Society of the Philippines NG/25157 Daejayon, Korea (RK)	WeloveU
	50	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	www.greenhub.org.vn	NG	NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental Studies, Vietnam	GreenHub
West Europe	51	Flemish Institute for Technology Research	VITO	Belgium	www.vito.be	AF	n/a	VITO
	52	Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests)		France	www.alliance-preservation-forets.org	NG	1) NG/771 WWF France 2) AF/24642 Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France (Agricultural Research Centre for International Development)	APF
	53	Fédération Française de Spéléologie (French Federation of Speleology)	FFS	France	www.ffspeleo.fr	NG	NG/1535 Fédération des parcs naturels régionaux de France (Federation of Natural Regional Parks of France) NG/843 Fédération Française des Clubs Alpins et de Montagne, France (French federation of alpine and mountain clubs) NG/25129 Conservatoire d'espaces naturels, France (French Federation of Natural Areas Conservatories)	FFS
	54	International Federation of Landscape Architects	IFLA	France	https://www.facebook.com/IFLAWorld/	IN	1) GA/565 Canadian Museum of Nature, Canada 2) IN/22331 Society for Ecological Restoration (SER), USA + Europe chapter	IFLA
	55	Nederlandse Vereniging van Botanische Tuinen *(Dutch Association of Botanical Gardens)*	NVBT	The Netherlands	www.botanischetuinen.nl	NG	1) NG/25704 Stichting Floristisch Onderzoek Nederland, Floron, The Netherlands *(Dutch Botanical Research Foundation)* 2) National Committee of IUCN Members, the Netherlands	NVBT
	56	The Chamber of Forest Engineers of Turkey	OMO	Turkey	www.ormuh.org.tr	NG	ST/1210 Ministry of Agriculture and Forests, Turkey NG/24681 WWF, Turkey	OMO

applications submitted by 31 March 2019

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

Nominations Committee of Council

Terms of Reference

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/11

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in June 2020. The duties of the Nominations Committee will be as follows:

a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of 11 December 2019.

b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.

c) Collect biographical information and reference material on candidates.

d) 1. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:

   i. a rating system using a criteria based on the profiles for elective positions;
   ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
   iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;

   2. Receive a report detailing which applications were rejected and the reasons why.

e) Make short lists for each position.

f) Formulate recommendations for submission to Council at its 98th meeting in February 2020.

g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.

h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations.

i) Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

97th Meeting of the IUCN Council, 19-22 October 2019

PROGRAMME AND POLICY COMMITTEE (PPC)

50th Meeting, 19-20 October 2019

Report to Council

Approved by the IUCN Council during its 97th meeting, 19-22 October 2019, decision C97/12

***PPC members in attendance*:** Jan Olov Westerberg (Chair), Amran Hamzah (Deputy Chair), Peter Cochrane, Jonathan Hughes, John Robinson, Ana Tiraa, Natalia Danilina, Michael Hosek, Angela Andrade, Sean Southey, Kristen Walker.

Commission Deputy Chairs: Madhav Karki, CEM

***IUCN Staff in attendance*:** Cyrie Sendashonga, Jane Smart, Stewart Maginnis, Charles Lor, Juha Siikamaki, Tom Brooks, Alvaro Vallejo, Sonia Peña Moreno

Report writers and support: David Goodman, Victoria Romero, Sandeep Sengupta, Michelle Frausing, Ella Diarra, Dao Nguyen, Raphaëlle Flint, Leonor Ridgway

Opening of the meeting, Saturday 19th October 2019

The PPC Chair, Jan Olov Westerberg, opened the meeting and welcomed members of PPC and staff. The Chair recalled the order of the agenda to follow.

The Chair then mentioned that under AOB an item regarding the "trophy hunting incident" over the last week will be added. When this item is discussed, the Chair and Deputy Chair of the WCEL will be invited to join PPC as well as the Chair of the GCC.

Peter Cochrane reminded PPC of the letter sent by a number of Members to all Councilors on 18 October expressing concerns about the IUCN synthetic biology process including the proposed Council sponsored-motion (which follows-up to Resolution 086 from Hawai'i). The Chair suggested addressing this issue under AOB.

Cyrie Sendashonga, Global Director for Programme and Policy, recalled another item to be considered under AOB following a message received from a Member in West Asia who asked for an update on the implementation of Resolutions related to conservation and conflict (more specifically: RES 3.046 from 2004 and RES 4.097 from 2008).

Kristen Walker Painemilla, Chair of CEESP, asked for a short report on status of the flagship reports to be put in the agenda under AOB.

The PPC decided to accept the agenda with this addendums.

PPC/1	**Draft IUCN Work Plan 2020, incl. the Commissions' Work Plans 2020, for submission to Council for approval** *Purpose of the agenda item* The Programme and Policy Committee is invited to consider the IUCN 2020 Work Plan and Budget, including the Commissions' Work Plans, and provide recommendations to the Council, for its adoption.	DEC

	Brief summary of the discussion Charles Lor (Head, Planning, Monitoring & Evaluation Unit) presented the draft IUCN Work Plan for 2020, the fourth and final year of implementation of the IUCN Programme 2017-2020. He highlighted 3 main issues: • There has been excellent progress in meeting the programme targets. By the end of the quadrennial programme, it is expected most targets will be achieved. • Substantial increase in portfolio expected in 2020, to exceed CHF400 million. The B-list will shrink in favour of a larger number of C-list projects. • The next year will be challenging in that we have to deliver a very successful IUCN Congress, and continue delivering high quality programme results. Charles also welcomed feedback as to how would the Council like to see progress reported for the next Programme. The Chair reminded members of the PPC that the focus will be principally on the work plan, as the FAC will address the budget, and the two elements will be brought together during the full Council meeting. Members of the PPC appreciated the excellent work of the Secretariat to improve the reporting structure during the past few years. Angela Andrade, Chair of CEM, noted however, improvements are needed to better integrate the work of Commissions. She specifically highlighted recent developments in the Red List of Ecosystems. Reflecting on the current Programme and aspects to improve in the future, Councillors commented that it lacked a system to integrate and connect all the activities in a "big picture" and a more unifying narrative about what IUCN as a Union is doing to change the world. A member suggested that this may have to do with a focus on performance rather than impact, and that future iterations of the work plan and reports should be careful to separate out outputs, outcomes, and impacts more consistently. The concept of "plausible attribution" as a way to think about linking performance to impact was introduced. Cyrie Sendashonga clarified that a full report on achievements and impacts of the 4-year programme will be provided during Congress when a report is provided highlighting main achievements, including influencing and impact, on a quadrennial time frame. The exercise under consideration in this meeting is the annual workplan with a progress report on last year's implementation status and what is planned for next year to complete the full cycle. Some members suggested that consideration should be given to how the targets are connected to one another, whether some targets are unrealistic, and whether we scrutinize some targets more strictly than others. The discussion also touched on the need to better engage the Members in this process, since the work plan and achievements speak to the Union as a whole. Addressing specific questions on the document under consideration, the Committee noted that much of the budgeted funds for 2020 will be allocated at the national or regional level, and also noted that the number of projects has reduced, while their volume and duration has increased, suggesting that the move from retail to wholesale. On the latter, the Secretariat confirmed that the trend is driven in part by IUCN's role as an implementing agency for large multilateral funds, and as for the allocation of the budget, this highlights IUCN's unique convening power and the development of knowledge projects, rather than local implementation. It was suggested this be reflected in the document. *Conclusions* The IUCN Council, On the recommendation of the Programme and Policy Committee, ***approves*** the IUCN 2020 Work Plan including the Commissions' Work Plans.	
PPC/2	**Specific Programme and Policy issues**	

PPC/2.1	**Progress report from the Post 2020 Global Biodiversity Framework Task Force** *(meeting on 19 October from 19:00)* This item was discussed together with item 3 on the Draft IUCN Programme 2021-24 and the 5Rs approach.	INF
PPC/2.2	**Report from Council's Global Oceans Focal Person** *Purpose of the agenda item* Peter Cochrane, Council's Global Oceans Focal Person, provided an update on oceans since the last meeting in March 2019. *Brief summary of the discussion* Peter Cochrane made a presentation in which he highlighted key updates that have occurred, including the 6th World Ocean Summit in March 2019, BBNJ negotiations progressing, work on deep-sea mining regulations by the International Seabed Authority and work on Blue Bonds. He highlighted the recent Special Report on the Ocean and Cryosphere by IPCC published in September 2019, which has added confidence levels to a lot of what was already suspected. He also showed what has not changed since the previous PPC meeting in March 2019, including the continued rise of greenhouse gas emissions and rising pollutants. He emphasized that if the prognosis for the ocean was previously poor, it is now bad if we do not do anything. He highlighted key actions that need to happen: • Reach zero net greenhouse gas emissions. • Reduce plastic use and minimise waste – transformational change needed for production, use, consumer behaviour, recycling and reuse. • More effectively regulate/manage impacts of extraction (fishing, mining). • Better integrate ocean governance. • Increase funding and capacity building. He noted that we have now passed the point of return to some prior state. We are on a new trajectory no matter what we do. Finally, he highlighted some steps in the right direction, including BBNJ, the growing number of Marine World Heritage Sites and an increased focus on plastic pollution. IUCN is also making multiple steps in the right direction, including the production of knowledge products and guidelines (including the Red list of Corals and the Red List of Ecosystems), and an increased engagement in oceans from Patrons of Nature. The challenge is now to harness this interest from Patrons. He also noted that more clarity is needed over next months on our exact ambitions for marine issues. He highlighted that the Council now has an opportunity to keep a strong coherent focus on oceans issue and finally highlighted upcoming activities. PPC felt that this was a very good report on oceans, but noted that it painted a true, but depressing picture. There were queries from the PPC on how blue bonds work and they agreed that it would be good to include a session on this in the future. Angela Andrade, Chair of CEM, noted a few issues and events that were not mentioned in the presentation, including: • The UN Decade of Ocean Science for Sustainable Development. • Work on the Red List of Seagrasses which was presented in the recent SSC Leader's meeting in Abu Dhabi (6-10 October 2019). • The development of the Red List of Mangroves. Jane Smart, Global Director, Biodiversity Conservation Group, noted that the Post 2020 Global Biodiversity Framework must go beyond CBD. We need relevant content on the marine environment from across all Commissions and Programmes.	INF

	Ana Tiraa noted that research on deep sea ocean mining is coming from companies who do not necessarily view it from an environmental side. Peter reiterated that IUCN is deeply involved in the BBNJ process. Jonathan Hughes queried whether IUCN could think about a vision for oceans, such as has been done for agriculture. What role does IUCN play in articulating such a vision and is it already done by others? Stewart Maginnis, Global Director, Nature-based Solutions, noted that IUCN is well placed to look at this and that we need to start seeing this in a more holistic way. It is no longer just the concern of the Global Marine Programme. *Conclusions* The Programme and Policy Committee ***notes with appreciation*** the update on oceans and ***concurs*** that the situation of our oceans is critical and that IUCN has an important role to play in this domain.	
PPC/2.3	**ToR and establishment of a Task Force on Human Rights and Environment (***Follow-up from PPC47, March 2019)* *Purpose of the agenda item* The PPC is invited to establish the Conservation and Human Rights Task Force and approve its Terms of Reference. *Brief summary of the discussion* Kristen Walker, Chair of CEESP, introduced this item. The proposal of establishing a Task Force stems from discussions held at the 47th meeting of the PPC, concerning IUCN's response and engagement on the issues of Environmental Defenders, Human Rights and Conservation from now through the IUCN Congress. The PPC agreed on the establishment of the TF and recommended the TORs be developed for this session of the PPC. *Conclusions* The Programme and Policy Committee ***establishes*** a Conservation and Human Rights Task Force, ***approves*** the proposed Terms of Reference (TORs), and ***invites*** nominations from interested Council members to form part of the Task Force membership.	DEC
PPC/2.4	**IUCN position/action regarding the fires in tropical forests around the world, especially considering the scenario of deforestation and forest degradation in South America** The Acting Director General, Grethel Aguilar, joined the PPC at the time of this agenda item on Saturday 19 October. *Purpose of the agenda item* Alvaro Vallejo, Regional Director, South America Regional Office, made a presentation to update PPC on the situation faced especially in South America with the recent forest fires in the Amazon. *Brief summary of the discussion* Alvaro pointed out to the following: • Forest fires in the Amazon are not natural fires; almost all of them are caused by human activity; the Brazilian government is promoting the expansion of agricultural crops, so agricultural activity is increasing, causing these fires to spread out of control. • In Bolivia, several important biomes are affected; 1 million ha of land is affected which is half of the affected area in Brazil. The Bolivian government is also pushing agricultural expansion.	INF

- In Paraguay, the situation is similar, except that the biggest issue is related to soybean culture expansion.
- This issue should not be looked at necessarily through a climate change lense, but it is more about how humans use biomes in these regions.
- The IUCN South American Committee produced a statement and a motion on the importance of looking into forest fires, which has been submitted onto the motion system. Commission experts contributed, as well as the CEC that is defining an action plan about forest fires in these regions.

Angela Andrade agreed that this is an important issue that concerns all of South America and other regions as well. Brazilian researchers have stated that if we transform more than 20% of the Amazon region, the biome will go over its tipping point, and these recent events are a reminder of that. If this was to happen, rainfall patterns would be severely affected and the integrity of these ecosystems would be corrupted. She concurred that the biggest pressure is agricultural transformation and specifically soy plantations. We need to think about who the biggest buyers of products of the Amazons are. If we want to keep the integrity of the Amazon biome, immediate action is needed.

John Robinson commented that the Amazon is drying up because of three factors: anthropogenic causes, climate change which exacerbates fires, and the political push for agricultural transformation. He asked whether there is an opportunity for IUCN to strengthen action and discussion at the political level? Alvaro Vallejo agreed that there is an opportunity, but the problem remains the will of the Brazilian president. IUCN's biggest opportunity is to work at the state level because they are willing to implement certain policies beyond the Brazilian federal policy. At the regional level, Colombia and Peru are more willing to act.

Jonathan Hughes referred to the UKRI GCRF Trade, Development, and the Environment Hub project which is looking into understanding the pathway of products from field to consumer, and how the transformation of commodities is driving biodiversity loss. It will good to relate this initiative to the issue of tipping points and the critical opportunity to act. It will help to shed light on how the Global North is contributing to driving biodiversity loss.

The Acting Director General addressed the PPC and recalled the challenges faced in the process of preparing and releasing the IUCN statement on the forest fires in the Amazon at the end of August. Even though IUCN works on climate change and ecosystems, we must not forget that we need to talk about the communities who live in these areas and who are suffering, and who are the ones who not only send us pictures, but also are doing the advocacy work. We need to look into the impact that these fires have on communities and indigenous people. This is not just a problem related to natural resources, but also to economic development, and the importance of people having a good standard of life. It is essentially a bigger discussion that has to do with the well-being of people and why they conserve the Amazon. If IUCN does not address this issue, it will become hard to actually act. The situation might be contained, but it has not ended, so IUCN still has much to do she concluded.

Tom Brooks, IUCN Chief Scientist, recommended that IUCN sends out a strong recognition that this is an issue that crosses forests worldwide and that it is equally relevant to the African tropical forests and Asia.

The discussion on this item was briefly continued on Sunday 20 October.

There was a reemphasis on the fact that wildfires are neither new nor geographically localized, and that while we tend to focus on the aftermath and response, the decisions and signals that lead to fires and land clearing are made much earlier. An IUCN response, or potential campaign, should acknowledge this, and note that forest fires relate directly to governance, regulatory, and legal issues, and that this issue will continue to come back in future cycles. A holistic approach is therefore needed, which could be developed in collaboration with the Environmental Law Centre.

Kristen Walker recommended looking at this issue with a long-term vision in view and with a global perspective. She asked PPC to reflect on the sort of mobilization is needed from IUCN.

Alvaro Vallejo alluded to the engagement of the National and Regional Committees of Members in the South America region as a good start. Stewart Maginnis suggested not only looking at this as a "campaigning issue" but as part of our work – Restore, Response and Readiness.

PPC likewise considered the role of the financial sector as an enabling factor in the proliferation of forest fires, as the actors responsible for clearing land are able to access the financial resources to do so. They discussed whether IUCN's finance-related programmes, such as the Coalition for Private Investment in Conservation (CPIC), could play a role in directing financing toward actors engaged in responsible land stewardship, rather than destructive practices. It was noted that other international organizations, such as the UN Environment Programme Finance Initiative (UNEP-FI), are doing work in this area, but that there is far more that could be done.

Conclusions

The Programme and Policy Committee ***acknowledges*** the critical situation of forest fires in the Amazon region as well as other regions of the world and ***encourages*** the continuation of a wider discussion about IUCN's role in contributing to reversing this situation and leading to positive and long-lasting change.

PPC/3

Draft IUCN Programme 2021-24

- *Interim synthesis of comments and feedback received on the Draft IUCN Programme 2021-24 issued on 7 May 2019 for the purpose of consultation online and during the RCF (deadline for comments: 30 September 2019).*
- *Progress report on the development of the draft IUCN Programme 2021-24 to be approved by Council in February 2020 for the purpose of submitting it to the 2020 Congress.*

This item includes the update on the Post-2020 Global Biodiversity Framework and the report of the Task Force on that subject as well as the discussion on the "5Rs" approach.

Purpose of the agenda item

Provide an update on the feedback received on the draft IUCN Programme 2021-24 to date. In introducing the item, the Chair of PPC also shared with the group that a more substantive review of the Programme was scheduled in the writing workshop in January 2020 and that steps has to be taken before that to secure a smooth drafting process.

Brief summary of the discussion

In her presentation, Cyrie Sendashonga noted that a large body of comments had been received on the draft Programme to date. This included reports from 11 RCFs, 70 submissions online and 11 submissions sent in writing to the Secretariat from various Members, National and Regional Committees and Commissions groups. While many of the comments were of an editorial nature, it was noted that the feedback helped identify some 'big picture' strengths and shortcomings/gaps.

Among the strengths identified were:

(i) the overall structure and broad direction of the programme,
(ii) its identification of key challenges,
(iii) the prioritized programme areas and their linkages to SDGs, and
(iv) the inclusion of the urban and youth dimensions.

Among the shortcomings expressed were that the draft Programme:

(i) lacked ambition, inspiration and a sense of urgency,
(ii) did not sufficiently highlight IUCN's heartland work (e.g. species and protected areas),
(iii) needed to include inland freshwater systems as a separate programme area, and not combined with lands,
(iv) needed a compelling theory of change,
(v) did not sufficiently recognise the importance of communications, education and public awareness (CEPA), and

(vi) did not fully clarify how the "One Programme" approach would be operationalised in terms of delivery and reporting.

It was also noted that, going forward, the draft Programme would need to take into account recent landmark assessments (e.g. from IPBES and IPCC) to identify the key global challenges that needed to be addressed, and that the Programme would need to connect directly to the SDGs (given that nature underpins the successful delivery of all the SDGs). It was also highlighted that 'nature-based solutions' could be offered as a common framework.

The remaining timeline and next steps for the finalization of the draft 2021-24 IUCN Programme were also detailed. It was noted that the Programme finalization process would need to consider key issues such as what should be included the revised version, how do we get to the revised draft to be ready for the Council meeting of February 2020, and roles and responsibilities in the remaining steps.

In the discussion that followed, it was clarified that a Programme 'writing' workshop would be held in Gland on 13-16 January 2020 to prepare a revised draft of the Programme, which would then be reviewed by the Council at its February 2020 session. On the question whether any IUCN members would be invited to participate in this Programme drafting/review process, it was clarified that this would normally not be the case, as it would be difficult to identify which members to invite and on what criteria and also because the Council itself was considered to be representative of IUCN's wider membership's views. The possibility of inviting representatives from the Global Group for National and Regional committees was mentioned.

It was further noted that the operational scope of the 2021-24 IUCN Programme – especially to what extent its implementation would have a greater involvement of all the three pillars of IUCN (Members, Commissions and Secretariat) – was yet to be fully determined. It was also stressed that the IUCN Programme would need to effectively speak to larger global debates, and demonstrate the contribution of the wider Union on them.

Cyrie Sendashonga concluded by informing the Committee that a note with a roadmap on how to proceed with the revision of the draft from now until the next Council meeting is under preparation for discussion in the Secretariat Leadership Team after which it could also be shared with the PPC and to guide the discussions during the Programme writing workshop planned for January 2020.

Conclusions

The Programme and Policy Committee, ***takes note*** of the compilation of comments on the draft IUCN Programme 2021-2024 presented by the Secretariat and equally ***takes note*** of the next steps for the revision of the current draft with a view to its presentation to Council in its February 2020 meeting, more clearly linking the new draft to the Post2020 and the 5R approach as a possible overarching communicative framework

Progress report from the Post-2020 Global Biodiversity Framework Task Force

Purpose of the agenda item

Hilde Eggermont, Chair of the Post-2020 Global Biodiversity Framework Task Force joined PPC and briefly presented on the discussions the Task Force had the evening before.

Brief summary of the discussion

Hilde highlighted the following linkages between the IUCN Programme and the Post-2020 Global Biodiversity Framework process:

- Sense of urgency
- Programme to support the achievement of the Mission by 2030
- IUCN Programme Areas to be relevant and speak to the 'nature emergency'
- Crosswalk draft targets (successors to Aichi Targets) to the key objectives of the draft IUCN Programme (how can the Union help deliver on these)?

- Build on input from our members: survey at RCFs collected Members' views on Post-2020; digest and use this to re-orient the Programme?
- Programme will need a good narrative/framework (5Rs?)
- IUCN Programme Areas to demonstrably and clearly contribute to SDGs and the Post-2020 Framework through appropriate formulation of targets and indicators

Hilde also highlighted the need to broaden up to the linkages among the Rio conventions and other biodiversity related conventions. Specifically on synergies she emphasized the following points discussed by the Task Force:

- The framework should be the vehicle to deliver not only CBD but also the other two Rio Conventions, the biodiversity-related conventions and the SDGs;
- All MEAs are engaging with the development of the Post-2020 framework and this engagement must be capitalized; and
- Countries can identify progress with biodiversity targets when addressing climate change, desertification.

PPC members stressed that our ambition should be higher and beyond CBD, perhaps with a focus on the SDGs. John Robinson, referring to the discussions of the Task Force Saturday evening, commented that the Task Force had emphasized the need for more cohesion between the IUCN Programme and the Post-2020 work.

Antonio Benjamin, WCEL Chair, commented on the importance of including issues related to environmental rule of law, rights of nature, and rights and obligations in general into our Programme as well as into our evolving position on post-2020. He noted that the Programme Area on Equitable Governance in the current draft Programme focuses more on policy aspects in relation to governance but not enough on rights and obligations from a legal perspective.

Presentation and discussion on '5R'

Brief summary of the discussion

Sean Southey, Chair of CEC, introduced the 5Rs. He indicated that this work was the result of informal discussions with some members of IUCN's delegation to the meeting of the Open-ended Working Group on Post-2020 (OEWG-1) that took place in Nairobi last August and not from any formal mandate.

The 5Rs (or Re-Vision 2030) standing for Recognize, Retain, Restore, Resource, Reconnect is a multipurpose framework –a call to action, which aims to align IUCN advice to CBD, the IUCN 2021-2024 Programme and the outcomes of the IUCN Congress thus sending a coherent and connected overarching message. It could help frame the IUCN Programme in a useful and inspirational way that speaks to all of the Union; it could be the basis for its theory of change. Finally, it could fill the existing vacuum in the campaign towards 2020.

The discussions centred around views on the 5Rs framework, and how to integrate it into the Programme. Councillors welcomed the 5Rs and the 'out-of-the-box' thinking around it, indicating that it would improve the communication aspect of the Programme, provide much needed inspirational message. Some saw in the 5Rs the theory of change currently missing from the draft Programme. There was a suggestion to perhaps change 'Recognize' to 'Respect' as it conveys a much stronger action.

Peter Cochrane cautioned against restructuring the Programme elements to accommodate the 5Rs, but rather that these should emerge from the content of the draft Programme. Other Councillors echoed this remark, and considered the 5Rs as means to better communicate how the Programme achieves its impact, in other words, it could serve in shaping a powerful and more easily communicable theory of change. Sean Southey indicated that indeed, the next step concerning the links to the Programme would be to map the 5Rs to the current draft.

Kristen Walker noted that timing will be crucial – this IUCN call to action should be presented/tested at the upcoming CBD SBSTTA meeting, and a document (format to be determined) should be developed in the next few weeks, to this end.

	Conclusions The Programme and Policy Committee ***welcomes*** the update from the Post-2020 Global Biodiversity Framework Task Force and the work carried out together with the Secretariat; ***agrees*** on the unique opportunity presented by the IUCN World Conservation Congress to influence the process of finalization of the Global Biodiversity Framework to be adopted in Kunming, China in 2020; and ***encourages*** further thinking on how to integrate the "5Rs" approach in our communications in order to reach wider audiences.	
PPC/4	**Update on the development of the Project Portal** *(requested by PPC47, March 2019)* *Purpose of the agenda item* PPC at its 47th meeting in March 2019 had requested an update on the development of the IUCN Project Portal. Charles Lor, Head of Planning, Monitoring, Evaluation and Risk, made a brief demonstration of the Project Portal and its main features. He emphasized progress made recently and plans for future developments. *Brief summary of the discussion* Charles Lor explained that this is the second iteration, Portal 2.0, which has an improved interface. He highlighted the main functionality of the Portal and showed how it reveals new sections as items are completed – so the user only views the information required at that stage of the project. Functionality showed includes: • Basic view of description, budget, what we will do with the project. • Links to how we are contributing to different targets and how they link to Programme indicators. • Overview of progress of the project and relevant documents. • Overview of approval process, allowing teams to request approvals from relevant individuals. This also keeps track of approvals given. Charles noted that, compared to when we were dealing with everything on paper, the portal has improved our ability to know the status of projects including by identifying where problems are being encountered. The Portal also builds a central repository of all documentation including the templates required. Charles noted two impacts of the project portal: 1. It has provided a step change in allowing people an overview of projects. It is changing our risk profile in relation to our portfolio coherence. 2. It provides the basis for the annual report provided to Council. Charles noted that the next step is to develop the Portal 3.0 by improving the Portal and creating an open portal: 1. How can the portal help project leaders and become more than just data collection? For example, by accessing tools and resources. 2. How to build a component in the open Portal that can give public access to search and find projects? 3. Eventually provide data as a Union to the International Transparency Initiative? This is already being done for some projects where it is a donor requirement for this. . The Chair of PPC noted that the Portal looks very elegant and well designed. He enquired about what kind of reports can be generated from the Portal. Charles indicated that the reporting viewing is still in the old viewing format but it is possible to access reports by Unit, donors, SDGs etc. He informed the Committee that the reporting is being moved to the new view within the next two months, which will improve the functionality. Ana Tiraa enquired whether the portal is currently only available to the Secretariat or the whole Union, and what guidelines are provided for use. Charles replied that the portal is	INF

	currently only accessible to the Secretariat as it takes a long time to train people. Users can access guidelines and additional tools online. Peter Cochrane noted that it would be helpful for Councilors to have access to view projects in their region as they are often asked what IUCN is doing in a particular region. The PPC Chair requested to look into providing Councilors with 'Read only' access in the future. Cyrie Sendashonga brought to the attention of PPC the huge effort that has gone into creating the Portal and in preparing it for future public availability. She noted that Charles' team are also providing regular webinars for staff to ensure correct use. Alvaro Vallejo, Regional Director for South America, noted that the portal has been very helpful for his region and is used every day. *Conclusions* The Programme and Policy Committee ***takes note*** of the update on the Project Portal and ***welcomes*** the progress made in further developing the portal and its functionalities.	
PPC/5	**Annual Update on Evaluations** *Purpose of the agenda item* Charles Lor (Head of Planning, Monitoring, Evaluation and Risk Management) presented an annual update on evaluations. He highlighted three key evaluation reviews at different stages of development: 1. The Land Degradation Neutrality Project Terminal Evaluation (completed) 2. The Swiss Development Cooperation (SDC) review (ongoing) 3. The External Review (currently at the procurement phase and will happen next year) *Brief summary of the discussion* Regarding the Land Degradation Neutrality Project Terminal Evaluation, he highlighted that this is one of the key successes of the year. It was externally evaluated by a consultant and found cost-efficient and effective. The evaluators had recommendations on the following: 1. Gender mainstreaming: even though there were some activities for gender inclusion, they appear to be more of an afterthought. In the future, they should be more integrated throughout the project, started on onset. IUCN now has a gender mainstreaming policy, which should help to that effect. 2. The team agreed with the consultant on the need for policy foundation and improved targets, which the organization is working on. On the Swiss Development cooperation (SDC) review of IUCN's relevancy, Charles mentioned that the SDC did not want this to be a simple review, but rather look into how IUCN translates its theory of change and uses it to generate knowledge, change policy, apply solutions and deliver; and specifically, how does IUCN use its theory of change to deliver actual systemic transformation. The SDC review could be interesting for IUCN to understand how its theory of change plays in practice, at the global, regional and country level. The review is looking into countries such as Myanmar, Senegal, and Jordan to examine impact at the ground level. To note that the consultants are traditional development generalists and experts on rural development, and have almost no knowledge of IUCN. They studied the regions of South East Asia, the Middle East, and Africa, which is where the Swiss have strategic interests. At the country level, they scrutinized specific projects. An example of a regional project would be looking into water management in the Mekong region. At the global level, they focused on case studies and examined IUCN's work with the CBD for example. They used the angle of Natured-based Solutions as a framework that triggers economic, social and environmental changes; teams have been heavily mobilized in that effort. This review	INF

	should be interesting not only for Council, but also it is essential in ensuring wide donor support. On the Quadrennial External Review, Charles mentioned that past reviews focused on specific themes, but framework partners have now demanded a more traditional OECD DAC review. Therefore, this review is a traditional and basic review with criteria. However, even though it is traditional, it is still key to ensure donor support. This review will focus on the programmatic aspect, and it will be delivered before Congress. Currently IUCN is still determining what country case studies will look like. Cyrie Sendashonga highlighted the experience at the 14th meeting of the Conference of the Parties (COP14) of the United Nations Convention to Combat Desertification held last month in New Delhi, India, when several governments delegations were thankful for IUCN's work and assistance on the Land Degradation Neutrality Project, because it positively affects the implementation of SDG 15.3. IUCN helped on both the technical part, but also for obtaining funding from the global mechanism of the GEF dedicated for land degradation. This is an example of IUCN's impact and influence. About the SDC review, she said it is an educational lesson if we can convince evaluators who are not from our core conservation community that biodiversity is relevant and important to the traditional development agenda. About the external review, she said that unfortunately its timing is not well synchronized with the timeline of the development of the 2021-2024 Programme to timely feed the lessons into the preparation of the next draft to be completed by February 2020. After a question from the PPC Chair, Charles clarified that the SDC review is specifically asking about the relevance of IUCN's work to the development sector, more specifically how the theory of change expressed in the 2017-2020 Programme plays out in practice and translates in development impacts. He said that there will at least be a draft with key elements of the findings, in time for WCC. *Conclusions* The Programme and Policy Committee ***takes note*** of the update on evaluations and ***encourages*** the Secretariat to continue to extract lessons learned from evaluations carried out so far to guide future evaluations.	
PPC/6	**Follow-up on assignments** *(2016 Congress Resolutions requiring action from Council)*	
PPC/6.1	**Update on the development of the IUCN Environmental Impact Classification for Alien Taxa (EICAT) (**WCC-2016-Res-018) *Postponed from PPC47, March 2019* *Purpose of the agenda item* The PPC is invited to take note of the progress made to date toward an IUCN standard cl as mandated under WCC-2016-Res-018. *Brief summary of the discussion* Jane Smart presented the update on IUCN Environmental Impact Classification of Alien Taxa (EICAT), an assessment process that classifies alien species into one of five 'impact' categories according to the magnitude of the detrimental impacts to the environment. Jane presented what has been done since the adoption of WCC-2016-Res-018 toward an IUCN standard classification of the impact of invasive alien species. The process of developing EICAT has followed from the KBA Standard consultation process which had two rounds of public consultation. Currently Version 2 is under editing. Followed by review by IUCN editorial board before being submitted to SSC Steering committee and finally IUCN Council for adoption as an IUCN Standard for the classification of the impact of invasive alien species, with a view to launch EICAT at IUCN World Conservation Congress 2020.	INF

	PPC briefly discussed that rationale behind this system, how EICAT will be used and linked with other regional legislation on alien and invasive species such as the European Union. In response to a question from John Robinson, the Secretariat clarified that the knowledge created by EICAT will help governments and other stakeholders to take urgent action to intervene quickly to prevent AIS' impacts on biodiversity and local communities. EICAT is a move from information into a system of quantification that is transparent and accountable, quantifiable. Following a question from Michael Hosek, it was also mentioned that IUCN SSC Invasive Species Specialist Group and Global Species Programme have been working closely with the European Union and have been involved in the legislation process, providing technical support to the European Commission for the implementation of the European Union Regulation (No 1143/2014) on the prevention and management of the introduction and spread of invasive alien species (IAS).	
PPC/6.2	**Update on the development of a policy statement on the importance of the conservation of primary forests (**WCC-2016-Res-045**)** *Follow-up to PPC47, March 2019* *Purpose of the agenda item* The PPC is provided with an update on the development of a policy statement on the importance of primary forests (Resolution 045 from Hawai'i) *Brief summary of the discussion* Stewart Maginnis reported on RES 045 (Primary Forests) and the work of the Task Force on Primary Forests. Since the last Council meeting, a first draft policy document was produced and a second draft will be under consultation until November 29. The final version of the document is expected by January 15, 2020. One of draft recommendations emerging from the document, was that IUCN work on post-2020 CBD targets, Nature Based Solutions and the SDG framework and goals should focus on integrated solutions that prioritise protection and restoration of ecosystem integrity and improve the long-term conservation outlook for primary forests. Answering a question from the Climate Change Task Force about what IUCN is doing for primary forests, Stewart highlighted a number actions such as a joint initiative with 3 African countries and the Protected Areas programme to use PA categories V and VI for land-use stabilization, and restoration assessments that have allowed to identify remnants of primary forests. He also indicated that this is a priority for the Forest Conservation Programme, working jointly with Protected Areas Programme.	INF
PPC/6.3	Update **on progress made with implementation of WCC-2016-Res-030 (ICCAs) and (**WCC-2016-Res-075**) Indigenous cultures)** *Purpose of the agenda item* PPC provided an update on implementation of Resolution from 2016 030 (ICCAs) and 075 on indigenous cultures. *Brief summary of the discussion* Kristen Walker, Chair of CEESP, reported on progress implementing WCC-Hawaii-Res-030 (ICCAs) and (WCC-2016-Res-075) on Indigenous cultures. She highlighted the following activities: • Res 030: Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas: • There is a publication in progress on Best practice guidance to be ready for Congress. The ICCA Consortium has highlighted its concerns covered by the Resolution in work at the Latin America Parks Congress and in the context of the CBD	INF

	• Res 075: Affirmation of the role of indigenous cultures in global conservation efforts: • 19 member organisations held 2 meetings in Guatemala to exchange knowledge and IP members from the region attended at a high level at the regional Mesoamerican RCF. • On the occasion of the World Indigenous Day 2019, the ADG issued a strong statement affirming the essential role of IPs. • At the Latin American Parks Congress, IPs played an organising role and produced three declarations as an output. IPs are also engaged in the climate debate where CEESP held an event in August to support efforts to prepare IPs for the UNFCCC COP in Chile in December 2019. • A publication on Indigenous traditional knowledge contributing to conservation and natural resources: legal opportunities and challenges is coming up and targeted for sharing at UNFCCC, UNPFII, 2020 IUCN Congress. Additionally, in preparation for the Marseille Congress, IP members will hold a summit with approx. 100 IP leaders provisionally just before the Congress. Financing is still being found – Councillor Ramiro Batzin is keeping an eye on this. The PPC Chair offered to act as a contact point to bring in a Sami representative member. Kristen also mentioned that Anita Tzec from the Maya Indigenous community of Belize has been recently hired as IUCN IPO Officer and will work more closely with our IPO Members. Finally, she mentioned that voluntary guidelines regarding the appropriate participation of indigenous peoples in the development, implementation, monitoring and evaluation of conservation projects, programmes and policies are under development.	
PPC/6.4	**Follow-up to** WCC-2016-Res-069 ***Defining Nature-based Solutions*** in relation to the Council sponsored motion *"Development of a Standard Approach to Implement Nature-based Solutions for Societal Challenges"* *Purpose of the agenda item* The CEM chair, Angela Andrade, provided an update to PPC on the development of the Global Standard on Nature-based Solutions. *Brief summary of the discussion* Angela introduced the discussion by providing a brief background of IUCN's work on nature-based solutions, the NbS definition that had been formally adopted by Members at the Hawaii Congress, and the mandate that had been given for IUCN to develop a global standard on it. She drew attention to the growing influence of the NbS concept over the years, noting the heightened momentum and awareness that could now be seen on it across multiple fora. She shared that in addition to the 'wholesale' NbS initiatives that IUCN was implementing on the ground (including through GCF projects), the Commission on Ecosystem Management together with the Secretariat were now developing a facilitative framework, in the form of a standard, that could serve as an authoritative, common reference point against which NbS approaches and policies could be assessed and improved. In this regard, she presented the 8 NbS principles that had been agreed to in IUCN Resolution 6.069 and how these linked with the 8 criteria that had been currently proposed for the NbS standard. She also explained the process that had been followed for the development of the standard to date, highlighting the two rounds of open consultation that had been held, with 500+ people participating from across 100 countries. She also noted that the NbS standard was proposed to be compatible with the ISEAL Alliance Code of Good Practice, with the option of 1st party accreditation (self-assessment) and with possibility of 2nd or 3rd party	INF

	accreditation in the future. In terms of next steps, she noted that the feedback gathered in the second consultation process would be integrated, and that a final version of the standard criteria and indicators would be presented at the 98th Council session, following which the approved criteria and indicators would be added to the Council-sponsored motion on this topic. She also shared that the aim was for CEM to conduct a periodic review of the NbS standard every 4 years. In the discussion that followed, it was clarified – in response to a question on the syntax of NbS and its links to the framing used by the CBD – that the NbS approach of IUCN was a more comprehensive, integrated, and expansive one. In response to a question on how could IUCN maintain its leadership position given the rapidly growing wave and momentum on NbS, it was suggested that developing the NbS standard, and bringing in the latest science both from the social and ecological dimensions, would help it do just that. In response to the apparent divergence that was noted in the IUCN mandate, which had called for the development of NbS parameters, principles and guidelines (rather than a standard), it was clarified that given the growing, and unanticipated, demand for such a standard, it was now logical for IUCN to do so, also to demonstrate its intellectual leadership in this space. A practical example of NbS for disaster risk reduction in Japan was also shared.	
PPC/7	**Update on the 2020 Congress motions process** – *including the role of Council members during the online discussion of motions, in particular the Council sponsored motions* *Purpose of the agenda item* The PPC is invited to take note of the update on the submission of motions for the IUCN World Conservation Congress 2020. *Brief summary of the discussion* Sonia Peña Moreno, Motions Coordinator, provided an overview of the motions process to the PPC. She emphasised that the process is unique, and reminded Councillors how the motions process connects to IUCN's policy cycle, as motions are adopted as Resolutions and Recommendations at the Members' Assembly. She highlighted that the motions process was revised before the Hawai'i Congress and that most elements now take place via an online portal. She then turned to the submission process for the Marseille Congress and highlighted some preliminary statistics on the number of motions (221 – the highest ever), the scope, and the topics of motions. Finally, she informed the PPC on next steps – the meeting of the Motions Working Group (MWG) next week, the publication date, the online discussion, the electronic voting and the debate of motions during the Members' Assembly in Marseille. Councillors who participated in the motion submission process for their Member organisations provided insights on how the revised process affected their decisions to propose or co-sponsor motions. In some cases, the additional information requested on the submission form caused them to be more careful about which kinds of motions they put forward for consideration. The Committee noted that there were a large number of motions submitted pertaining to "Rights and Governance". The Secretariat confirmed that this has been the case in past Congresses, and that the category encompasses several sub-categories. They also noted that there were fewer "Species"-related motion than in Hawai'i. Councillors also discussed which motions are expected to be controversial, anticipating that those that address synthetic biology and trophy hunting are likely to be the sources of heated debate. The Secretariat noted that almost 1/3 of the motion submissions were flagged as potentially controversial, but that this assessment is highly subjective. The discussion also covered the online discussion, including the role of Councillors vis-à-vis Council-sponsored motions, noting that it would be useful for a Council focal point to keep an eye on those discussions, participate as needed, and keep themselves informed. It was also pointed out that the Secretariat Motions Team would facilitate participation for Members that lack consistent internet on a case-by-case basis, and that more time was allocated precisely to allow everyone to participate in the online discussion.	INF

	The Committee commended and congratulated the Secretariat Motions team for the great work done so far in supporting the motions submission process and planning for the work of the Motions Working Group. *Conclusions* The Programme and Policy Committee ***takes note*** of the update on the submission of motions for the IUCN World Conservation Congress 2020.	
PPC/8	**Reports from Task Forces established by PPC**	
PPC/8.1	**Urban TF** *(meeting on 19 October from 17:00 to 19:00)* *Purpose of the agenda item* The Urban Task Force presented an update of its work since the last Council. *Brief summary of the discussion* Jonny Hughes presented the report, presenting the Theory of Change of the TF: 'Why we are needed'; What will we do; and ''How will the world be better?''. He briefly explained about the Urban Nature Index: (Science-Based) within cities, which has three dimensional index – urban, bioregional and global. He updated PPC on the outputs and activities of this year including: • Publication of the Living Cities Report • Establishment of the bodies running the IUCN Urban Alliance including the Strategic Board, Project Board, Technical Expert Group and Members. • Identification of c. 50 IUCN Members actively working on urban initiatives • Identification of over 30 major urban projects across the Union • Collation and/or writing of 12 blogs on urban nature • Co-organisation of the Urban Biodiversity and Natural Capital Accounting workshop at the World Bank • Contribution to advocacy efforts including chairing Salzburg Global Seminar, keynote at London National Park City launch, Regional Conservation Fora, Urban Nature Working Group, etc. • Production of a first draft of pillar 1 of the IUCN Urban Nature Index • Securing an urban pavilion at the IUCN World Conservation Congress • Relocation of the Director (Russell Galt) across to the IUCN Secretariat The Chair of the Task Force also reported that the urban agenda is linking its work to the UN Decade on Ecosystem Restoration, providing inputs into the post2020 discussion in particular on Science-based Targets (SBTs) to cities. The Urban Task Force has also secured funding for a pavilion at the IUCN World Conservation Congress 2020, focusing on solutions, providing platforms for Members to share their views and see how to take the conversation forward. PPC members asked on linkages and synergies between the work carried out in Europe on NBS. The Chair of the Task Force recommended contacting the team (Russell Galt, Director IUCN Urban Alliance and Chantal van Ham, EU Programme Manager Nature-based Solutions at IUCN EU Representative Office).	
PPC/8.2	**Private Sector TF** *(meeting on the 19 October from 15:00 to 17:00)* *Purpose of the agenda item* PSTF to provide an update to PPC, including plans to engage businesses at the Congress 2020, and IUCN's engagement with the extractives sector. Finally, to submit the following to the PPC: a request to "the PPC to support the consistent application of the Operational Framework on Engagement with the Extractives Sector in all aspects of the IUCN project portfolio that relates to and or is resourced by the extractive sector." *Brief summary of the discussion*	

	John Robinson, Chair of the Private Sector Task Force (PSTF), presented on the meeting of the PSTF. He highlighted IUCN's ongoing business engagements to assess the nature of those relationships, as well as plans for the Congress, including a CEO Summit. The ambition would be to launch a far-reaching commitment to conservation. More broadly, there are some relationships that are more philanthropic in nature, while in other cases IUCN works with businesses to help them more positively impact biodiversity. The PSTF also looked at renewable energy and pollution, with a focus on the circular economy. Peter Cochrane noted that we have a strong base to work from through the Global Marine and Polar Programme (GMPP), and their work on plastics. The presentation then looked at how the Union engages businesses, and the potential to allow them to become Members. These could be businesses that rely on conservation for their business models, those that are trying to lead on conservation issues, or others. One option would be to allow businesses join as Affiliates, but the prevailing view is that it would be premature to do so at present. Finally, John Robinson highlighted the Operational Framework on Engagement with the Extractives Sector developed in cooperation with the Business and Biodiversity Programme (BBP). The application has not always been consistent, and the PSTF proposed to that PPC takes a decision to support the application of that Framework across the Union's engagement with the extractives sector, including throughout the regions. The Chair of PPC, noted that it would be difficult to take such a decision, as the Framework had not been circulated to the Committee prior to the meeting. It was also questioned whether applying the Framework consistently across different units required a decision from the PPC and Council, or whether this was rather an operational issue to be addressed by management within the Secretariat. Some Councillors noted that while in many cases that would be appropriate, given the nature of the Union's engagement with the extractives sector, and the considerable reputational – and therefore strategic – risks involved, this should also be seen as a strategic issue, and therefore it was important to have Council oversight. John Robinson noted that the goal is to acknowledge that the framework exists, and make a recommendation to seek ways to include considerations of engagement through that process. Projects that engage with the private sector should be reviewed through the operational framework. He further noted that the PSTF and the Business and Biodiversity Programme have worked on this issue for a long time, but have noticed that unfortunately, it is not applied systematically. The Committee noted that this issue is not particularly time sensitive, and that a better approach would be to table the discussion at the next meeting of the PPC, with the Operational Framework circulated for consultation ahead of time. This approach was welcomed by John Robinson and Stewart Maginnis, who noted that this would also provide time for the Framework to be updated, including the addition of some Key Performance Indicators. *Conclusions* The PPC agreed that there is indeed a need for IUCN projects to use the framework more systematically when engaging with the private sector and especially the extractives sector as this poses a reputational risk to the organization. PPC agreed to put this item on the agenda for its next meeting in order to complete the discussion.	
PPC/8.3	**Climate Change TF** *(meeting on the 19 October from 13:00 to 15:00)* *Purpose of the agenda item* The Chair of the Climate Change Task Force provided an update on the work of the TF. *Brief summary of the discussion* Angela Andrade as chair of the TF started with an update on the recent-climate related work done by IUCN's secretariat including: • Launch of IUCN-Oxford University report on Nature-based Solutions in Nationally	

Determined Contributions (NDCs)

- Launch of ECCA30 to bring 30 million ha of degraded/deforested land in Europe, the Caucasus & Central Asia into restoration by 2030 (IUCN, UNECE, FAO, WRI, World Bank)
- Various high-level events on NBS to climate change in New York, Geneva etc.
- publication of an IUCN assessment on World Heritage Site glaciers,
- IUCN guidance on 'Estimating the mitigation potential of forest landscape restoration',
- Examples of regional/national work on climate change like, a) development of vulnerability assessments and climate change adaptation plans for wetlands in South East Asia b) Supporting NBS-NDC development and implementation in Morocco and Tunisia and c) Communicating EU Horizon 2020 'Grow Green' project on NBS in cities.
- Lastly, plans for UNFCCC COP25 in Chile like the launch of Oceans deoxygenation report and continued engagement on NBS, forests, oceans, EbA, IPs, gender, etc.

It was noted that next year would be important, as the Paris Agreement would start to be implemented.

This was followed by presentation of main outcomes from the Commission specialist groups including:

- WCPA: active engagement in Latin America PA Congress, developing issues brief on 'PAs and climate change', PANORAMA case-studies, inputs for World Heritage Convention climate policy
- SSC: SSC Leaders Meeting in Abu Dhabi, inputs for CBD paper on 'Invasives & climate change', contributing to IPCC assessments in South Africa, incorporating climate change in Red Listing process
- WCEL: project to develop laws and regulations to 'get to zero', preparations for 2nd Environmental Law Congress in 2020, identifying synergies between CBD and UNFCCC/lessons that can be applied from experience of Paris Agreement
- CEESP: assessing environmental/climate impacts on IPs, support to IPs in Chile, launch of new SG on 'people and oceans', mainstreaming indigenous & tradition knowledge in UNFCCC (LCIP).
- CEM: strongly engaged on climate change, developing case-studies on EbA for climate-smart agriculture, FEBA events on EbA/Eco-DRR in Chile, development of NBS standard (not just in CC but also other societal challenges), contributions to standards on ecological restoration (SER)

The Chair of the Task Force also shared that out of 221 motions submitted that will be reviewed by the Motions Working Group, a rough analysis shows that there were 45 motions focusing mainly on climate change.

The last section of the presentation summarized a discussion the TF had, including:

- Call for IUCN to be more ambitious, impactful, and less siloed, on climate change –to better mobilise its global membership
- Suggestion to establish a new IUCN Commission or else a Council Standing Committee on climate change to this end.
- Regarding the establishment of a new Commission, the current Commissions Chairs already expressed their opposition to this initiative indicating that they already proposed the establishment of an inter-commission working group. There are concerns about financial implications noting also the existing work on climate change already developed by all commissions, the need to avoid duplication and rather work on strengthening coordination, and the fact that IUCN has to focus its work equally on other priority topics in its Programme and not only climate change.
- Regarding a new standing committee in Council, the chair of WCEL, echoed by other members of the TF, said that this issue has to be deferred to the next Council to be elected at the WCC and not something that the current Council can decide.
- Need for IUCN to highlight forest protection, especially of primary forests, in addition to restoration in its policy messaging.
- Importance of being mindful of newly published science on the possible limits/overestimates of NBS as carbon sinks, greenwashing etc.

	• Urgency of providing inputs for climate-related targets in post-2020 biodiversity framework and red list assessments – recommendation from Wendy. • Creating greater space in the Marseille Congress for discussing how to further strengthen IUCN's climate efforts. • Finally, Angela reported that she had invited the TF members to provide additional inputs.	
PPC/9	**Other issues announces in advance** The Chair had announced that under this item three issues would be discussed: 1) the matter of the incident when an report was on trophy hunting was re-published by the WCEL; 2) the letter from a group of Members addressed to Council regarding the IUCN process on synthetic biology and calling for the withdrawal of the Council-sponsored motion on the subject; and 3) the issue of the Resolutions on conflict and the environment which a Member of the West Asia and Middle East region had requested to be added to the agenda of PPC. The Chair also mentioned that PPC would receive a short update from Juha Siikamaki, IUCN Chief Economist, on the preparation of the first IUCN flagship report "The State of Nature in a Globalized World: Conflict, Migration and Nature". Regarding the issue of communication on trophy hunting, the Acting Director General addressed PPC and presented the facts. On 27 September 2019, the WCEL re-published a report critical on trophy hunting by the WCEL Ethics SG on the Commission's section of the IUCN webpage The report was originally published as part of the Council's proceeding of 2017 Unfortunately, this report, which was not new nor an IUCN policy position, was taken by the media as being a new report and misinterpreted as conveying IUCN's position on the subject. The article was removed from the website temporarily, at the direction of the ADG, and a disclaimer added clarifying the date of issue of this WCEL report and providing further context. The ADG mentioned that an IUCN Member, the Born Free Foundation, which is seeking to ban trophy hunting and which also has submitted a motion to WCC on this issue, has been sending numerous letters and messages to Secretariat asking about IUCN's position on this issue. Secretariat and councillors have also received letters from other organisations with the opposite opinion. The ADG decided to release a statement explaining IUCN's policy on sustainable use adopted in Amman in 2000, and providing a link to the full set of reports from the Council's deliberations in 2017. She said that she had been having discussions with Commissions on the need for more training and guidelines on the use of the IUCN website, and the formation and sharing of policy positions within IUCN. Antonio Benjamin, Chair of WCEL, addressed PPC and provided some background on the work of the WCEL Ethics Specialist Group. Denise Antolini, Deputy Chair, WCEL, then complemented the information provided by Antonio. She regretted the unfortunate circumstances that had led to the incident and apologised for any inconvenience caused to IUCN, and she explained the need for Commissions to put more information out about their work but in a manner that does not lead to the sort of misunderstandings created by the re-posting of the Ethics SG report on trophy hunting. Denise also clarified the need for contextualization of information on issues which can be seen as controversial, and committed to work together with the secretariats communications team on a training for commissions. Jennifer Katerere, Chair of GCC, recalled and clarified the context in which the initial report was produced back in 2017. She responded to Antonio Benjamin's assertion that the document from the WCEL Ethics Specialist Group was a policy position clarifying that policies for IUCN can only come from Members at Congresses. She questioned whether the release of the statement by the ADG was enough for addressing any IUCN reputational risk or damage. She also mentioned the ongoing discussion about the roles and responsibilities of the different constituent bodies of IUCN in terms of conveying policy positions on behalf of the Union. Antonio Benjamin then argued against the mentioning of reputational damage in this context.	

The ADG reassured PPC that the management of the incident was appropriate and reminded everyone of the very hard work of the Communications Team in controlling the situation.

John Robinson recommended being clearer in our internal procedures with respect to conveying what IUCN policy is and what is not.

Cyrie Sendashonga recalled the Revised Policy System of IUCN approved by Council in 2010 that clearly identifies who defines policy in IUCN: https://portals.iucn.org/union/sites/union/files/mass_doc/council/Decisions_2008_2012/7_B_Decisions_and_Appendices_C_74_en_final_30_07_10.pdf. Jon Paul Rodriguez, Chair SSC, emphasized the need to hear all voices and opinions on every aspect in IUCN's work and recognized that for this particular issue, IUCN might need to be clearer and define its policy position.

Kristen Walker mentioned that because of the nature of our Union, we are bound to hear all voices. However, she stressed that clarity is needed in terms of what constitutes IUCN's policy, what constitutes an opinion, etc.

John Robinson mentioned the motion that Born Free Foundation had submitted for the Marseille Congress and said he anticipates the motion to be very controversial during the debate at WCC and that we should be prepare for this.

Finally, the Chair of PPC recalled the rich discussion and highlighted that IUCN is a Union of Members with very diverse opinions and that this spirit should be maintained. He agreed however, that more is needed in terms of reinforcing the internal procedures to avoid risk to the image of the Union, but also in clarifying the responsibilities and procedures for creating IUCN policy. He also acknowledged the explanation given by the WCEL and concluded that the discussion on the substance of the issue must follow the proper procedures starting with the discussions in the Motions Working group on the submitted motion and then in the ordinary process for handling of motions. The incident also must be used as an opportunity across the union to strengthen our handling of controversial issues.

The Programme and Policy Committee ***takes note*** of the sensitivity on the issue of trophy hunting and the risk associated with uncertainties on IUCN policy on the subject, and *further takes note* of the explanation given by the ADG and the WCEL on the origin and handling of the issue.

The ADG then brought forward the issue of the Members in ROWA who alerted the Secretariat about the lack of follow-up from IUCN to Resolutions dealing with conflict, peace and the environment. Members had written to the Secretariat requesting this issue be added to the Council agenda.

Cyrie Sendashonga was given the floor. She mentioned that Resolution 3.046 (adopted at the 2004 WCC), *Conservation in regions in violent conflict of West Asia – strengthening IUCN's presence to protect the natural and human environment*, is still an "ACTIVE" Resolution, but that there is little information in the activity reports database regarding the implementation especially given that the new way of reporting on progress in implementation of WCC Resolutions and Recommendations was systematized only after the 2012 WCC, with assignment of focal points (who can be drawn from Secretariat, Commissions and Members) who proved a report on a yearly basis that allows Global Policy Unit to prepare a consolidated report for the first meeting of Council each year starting with the year after Congress.

Likewise regarding Resolution 4.097 *Liability and compensation mechanisms for environmental crimes during armed conflicts* (adopted at the 2008 WCC), Cyrie said it is also still "ACTIVE", but there is no additional information in the status of implementation as there are no Activity Reports on the Resolutions platform.

She also noted that one of the challenges we face with implementation of WCC Resolutions is the still prevailing perception that it is the sole responsibility of the Secretariat while it should be a responsibility of all parts of the Union.

The Programme and Policy Committee ***takes note*** of the critical importance of this issue, in particular for some regions of the world, and ***acknowledges*** the need for continued discussion on the wider subject of conservation, environment and peace in conflict-ridden areas, and on ways and means to make progress on the implementation of existing Resolutions.

Regarding the issue of the letter by Members on synthetic biology, the PPC Chair suggested answering the letter by recalling the task given to IUCN and Council through Resolution 086 from the 2016 WCC. PPC members agreed this was a good way forward.

Juha Siikamaki, Chief Economist, made a presentation on the status of development of the IUCN flagship report "State of Nature in a Globalized World: Conflict, Migration and Nature".

After the presentation, Councilors welcomed the progress made and highlighted the importance of IUCN's work on this issue. Some expressed surprise that climate change did not feature more prominently in the presentation as a major potential driver of conflict and migration, something which has been recognized by the international community. Extreme weather events are also closely linked to these issues, and will feature in the publication. Councilors suggested that more explicit linkages to IUCN's work on land degradation neutrality could be made, and that the report should be sure to include both international migration and internal displacement.

Members of the PPC recognized that much of the literature on these topics is old and fragmented, and that the IUCN Flagship report could potentially draw a lot of interest, including traction in the media, and that a communications and dissemination strategy should be developed as soon as possible. Close collaboration with the Commissions and Members was recommended, and it was noted that Commission experts could review drafts that touch on their respective areas of expertise. In planning for dissemination, the first deliverable will be a report, but there are opportunities for complementary products, such as an online platform to present some of the data underlying the research.

The PPC Chair thanked everyone and adjourned the meeting at 5:55 pm on Sunday 20 October.

97th Meeting of the IUCN Council, 19 – 22 October 2019

FINANCE and AUDIT COMMITTEE (FAC)

Meeting of 19 - 20 October 2019
Held at IUCN, Holcim Think Tank A

Report to Council

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/12

FAC/1	**Approval of the agenda** The Finance and Audit Committee approved the agenda as presented.	INF
FAC/2	**Review of minutes of previous meeting** The Finance and Audit Committee took note that items carried forward from prior meetings of the FAC had been appropriately dealt with or would be covered in the current meeting. The Committee noted that the recommendation of the FAC to amend the Council Performance Commitment Form to include an express commitment to comply with the IUCN Data Protection Policy was included in the GCC agenda.	INF
FAC/3	**Report from the Head of Oversight** *Purpose and background* The Head of Oversight (HoO) presented her report which covered: • Status report on the implementation of the 2019 oversight workplan • An overview of the GRC (Governance, Risk, Compliance) framework and how the different components fitted together • The assurance work being undertaken at ROWA which included the development of an internal control assessment which external stakeholders, e.g. donors, could have access to • The outward facing hub on IUCN's approach to safeguarding against human rights abuses in its work • An update on investigations, noting that there were no new ones since the last meeting of the FAC • Work on fraud prevention *Summary of the discussion*	INF

	The committee thanked the HoO for her presentation and the work undertaken, particularly that in relation to the safeguarding of human rights and the importance that this was being given. The Treasurer welcomed the approach being adopted for oversight, noting that under the leadership of the current HoO a holistic approach was being adopted that focussed on prevention. The internal control portal developed for the Regional Office for West Asia (ROWA) was an excellent example. He noted that with the projected growth of the organisation and increasing regulatory demands, it was important to have a strong oversight function. In terms of future work he suggested a risk based review of the balance sheet be undertaken and that debtors should be prioritised as collectability was a significant risk. The Acting Director General (ADG) noted that good progress had been made on improving internal controls in ROWA and that this had been done by working closely with regional management. The FAC noted the importance of control to guard against money laundering and asked that the Secretariat put in place the necessary controls. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the report from the Head of Oversight.	
FAC/4	**Report of the Legal Adviser** **1. Legal actions against or by IUCN** *Purpose and background* The Legal Advisor presented an overview of the existing legal actions against or by IUCN, including statistics, a summary description of major cases, and developments since the last meeting of the FAC. *Summary of the discussion* The Legal Advisor responded to various questions posed by the committee.	INF

	The FAC requested what the process was for provisioning for losses and costs. The CFO replied that every case was reviewed at the year-end and provisions were made taking into consideration the likelihood of losing the case. A general provision was included in the budget to cover such losses. *Conclusion* The Finance and Audit Committee TOOK NOTE of the update on legal issues pertaining to legal actions by and against IUCN.	
FAC/5	**Update on information systems projects** *Purpose and background* The report of the Director of Global Information Systems Group (GISG) was taken as read. *Summary of the discussion* The Chair asked for an update on the Time Management System. The Director of GISG noted that the system was to go live in January 2020 and that it would be fully integrated with other systems. The Chair noted that a few offices scored low on the IS satisfaction survey. The Director of GISG said that they were doing further work to understand the underlying issues and that they would then take remedial action. For example, an external company had been contracted to support one office. The Treasurer asked if there were any major investments that need to be made in the coming 4 years. Were there any major gaps? The Dir. of GISG replied that the ERP had just been upgraded and he did not see any major gaps though various requests for systems development had been received. One exception could be security as this was a fast moving area and additional investment could be required in the future. A member of the Committee noted that the Union Portal does not allow bidirectional dialogue for Commission members and that something more practical was required. The Dir of GISG took note of the request. *Conclusion*	INF

	The Finance and Audit Committee *TOOK NOTE* of the report of the Director of GISG and were satisfied with the attention being given to IT risks.	
FAC/6	**Commission Financial Rules** *Purpose and background* The CFO presented a compliance report on the implementation of the Commission Financial Rules. The rules were approved by Bureau of Council in June 2017. He noted that the level of compliance was high for Commission Operating Funds and for income and expenditure passing through the books of the Secretariat. There were, however, compliance gaps for income and expenditure passing through the books of other organisations hosting commission activities and that these needed to be addressed. In addition, financial reporting needed to standardised, in line with the rules and the IUCN regulations. The CFO proposed several recommendations to improve overall compliance going forward. *Summary of the discussion* The Chair proposed that the financial reports of Commissions should be reviewed by the FAC on behalf of Council. Committee members noted that significant improvement had been made since the introduction of the rules but further improvements were required. It was also noted that all Commissions were different. For example, not all Commission received cash contributions. It was noted that most Commissions do not have finance capacity and therefore processes and procedures had to be simple and straightforward to the extent possible, e.g. through the provision of templates for reporting, for receiving funds and for receiving in-kind contributions. It was recognised that it would not be possible to capture all contributions, particularly in-kind contributions and that the objective should be to concentrate on significant items. Implementation was important, mainly because of reputational risk.	

	A proposal was made to include a self-assessment and self-declaration of compliance and that this should be explored, noting that sub-groups would also need to complete a self-assessment. Some flexibility was required around the type of supporting documents. For example, an MOU might result in a long bureaucratic approval process, where as an exchange of letters would be more straightforward. The ADG noted that processes had to be efficient so that they enabled the work of the Commission and did not result in an unmanageable workload. Transparency over commission activities and transactions was key for all components of the Union. *Conclusion* The Finance and Audit Committee emphasised the importance of compliance and *recommended* as follows*:* *1.* The Secretariat develops a reporting template which could then be used by Commissions for preparation and submission of 2019 financial reports to the Secretariat for consideration by the FAC in 2020. *2.* The Secretariat explores the development of a self-assessment form with Commission Chairs. *3.* Commission Chairs take action to improve the overall level of compliance where gaps have been identified.	
FAC/7	**Congress 2020 budget** *Purpose and background* The report of the Director, Union Development Group, on Congress Budget was taken as read. IUCN signed a hosting agreement with the Government of France. The host country will provide all on-site facilities. The projected cash budget for the 2020 Congress is estimated at CHF 9.7m including CHF 200k for contingencies. Out of this, CHF 6.6m had been secured. IUCN will cover CHF 1.6m of the total Congress budget from annual budgetary allocations of CHF 250k as well as core allocations to the Congress Unit.	INF

	The host country will provide a cash contribution of CHF 2.3m of which CHF 1.7m will be for sponsored delegates. Income from registration fees has been budgeted at 75% of the maximum expected amount and income from exhibitions budgeted at 70% of the maximum possible. A full risk assessment was presented at the October 2018 FAC. The secretariat continues to monitor and mitigate these risks, including but not limited to; • exchange rate fluctuations CHF/EUR • labour law requirements – staff time, overtime, social security contributions - IUCN was looking at possible exemptions • taxes – currently, only registration fees will be VAT exempt *Summary of the discussion* N/A *Conclusion* The Finance and Audit Committee TOOK NOTE of the budget update for the IUCN World Conservation Congress 2020 and the associated risks and was satisfied that these were being satisfactorily managed.	
FAC/8	**Financial results to end of September and forecast for 2019** *Purpose and background* The CFO presented the 2019 financial results covering the period to September in order to update FAC on the latest financial situation. The results show an operating deficit of CHF 0.6m, down from a deficit of CHF 1.2m at end of June. The deficit was largely related to low project expenditure. This will change in Q4 as expenditure incurred by implementing partners is booked into IUCN's financial system. The Secretariat is forecasting a breakeven position by the end of the year. Actual project expenditure was at 61% of budget for the period. It is likely that the project expenditure budget to year-end will be in the region of 90-95m, in line with 2018	INF

	expenditure but lower than the 2019 budget figure of 124.5m (reforecast to 110.4m in July). *Summary of the discussion* The Secretariat explained the measures taken between June and September to reduce the deficit and set a track to break-even by year-end; i) 5% budget reduction across all global programmes and regional offices ii) Improved project implementation rates iii) Temporary freezing of recruitment for positions funded by core funds The FAC welcomed progress made on reducing the deficit. Members sought clarification from the Secretariat on issues such as; i) Is it possible to have a more even presentation of spending by grantees across the year? ii) How much of the deficit is structural and how much is due to timing of recording expenses. iii) Deficits attributed to project development costs The CFO responded noting; i) Due to the number of grantees and amounts involved, the costs of getting reports from grantees on a regular basis could outweigh the benefits ii) The deficit amounts are directly attributable to levels of project implementation iii) Project development costs are heavy for large Programmes early on while returns on investments come much later. As IUCN is in early stages of GEF/GCF project implementation experience, programmes continue to spend resources on development of such projects without being able to recover such costs in the short term. Members asked the CFO to provide a listing of all deficits and surpluses by unit for a global overview. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the results to end of September 2019.	
FAC/9	**Resource mobilisation update** *Purpose and background*	INF

	The Director of the Strategic Partnerships Unit (SPU) presented a report on resource mobilisation, highlighting; • Active project portfolio - CHF423m at the time of preparing the 2020 budget • CHF92 of new projects signed since 1 January 2019 • Framework core funding secured until end 2020. • Negotiations for 2021-2014 Framework commitments initiated. • The European Commission remains IUCN's largest donor • Income from multilateral donors is now IUCN's largest income source • 2 new patrons recruited since June 2019, raising the number to 15 from 1 in 2015 The Director of SPU also informed FAC members that there are two external reviews commissioned, one by SDC and the other jointly by Framework donors and the Secretariat. The outcomes of these reviews will have an impact on the level of Framework funding for IUCN going forward. The director also noted the need to invest in skills in the unit to take advantage of potential new sources for IUCN funding, such as US-based foundations, without overlooking the need to keep servicing the current donors. *Summary of the discussion* The FAC noted that commissions will be having high-level events in Marseilles and encouraged the SPU to reach out to them to see whether there could be possibilities of networking for future funding prospects. Members commended the increase in Patrons of Nature and reiterated the need to give them a role in IUCN that will support resources mobilisation beyond their own individual monetary contributions. The FAC underscored the importance of having a strong fundraising unit, capable of tapping into traditional and new opportunities, such as regional development banks, for-profit entities, and foundations. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the report and welcomed the progress made in various areas of resource mobilisation.	

FAC/10	**Investment update and portfolio performance** *Purpose and background* The CFO presented the performance of the investment portfolio from inception in 2013 to 30 September 2019. For the first 9 months of 2019 the return has been +3.10% (about CHF 500k), reversing the loss realised in 2018. The overall level of risk and volatility remain low. *Summary of the discussion* Members noted the potentially high risk of having investments, directly or otherwise, in non-sustainable investments. Noting that the monetary loss of divesting from such losses would be minimal, members asked the Secretariat, together with the Treasurer, to obtain proposals for a portfolio made up of 100% sustainable investments. *Conclusion* The Finance and Audit Committee *REQUESTED* that the Secretariat, together with the Treasurer, review investment options with a view to ensuring that 100% of IUCN investments are in Sustainable Investments, both directly and indirectly. The findings should be reported to FAC in its meeting of February 2020.	INF
FAC/11	**Review of the draft IUCN 2020 Budget for Submission to Council for approval** *Purpose and background* The CFO presented the 2020 draft budget. A breakeven budget was proposed. The 2020 budget reflects a stable level of core income at CHF 29m and a slightly lower level of restricted income (project income) at CHF 121m (CHF 125m in 2019). Core income allocations were generally unchanged compared to 2019, with only minor modifications. Some additional funding had been allocated to the oversight function. The main risks associated with the budget were project implementation levels not being achieved.	DEC

	Summary of the discussion The FAC noted that framework funds for 2020 had been secured with the exception of funds from the US However, FAC noted that a breakeven budget left limited room for flexibility or the capacity to absorb financial shocks. The budgets also left limited room for IUCN to invest in new initiatives. The FAC enquired about the overall decline in project expenditure compared to the 2019 budget. The Secretariat explained this was because of a more rigorous budgeting process and a reduction in the level of expenditure attributed to projects under development. The FAC noted that delays in project implementation continues to be a risk with delivery levels normally reaching around 90% of budget. This could result in the budgeted levels of cost recovery not being realised and a potential deficit. The Secretariat underscored the heavy burden in 2020 in terms of fundraising for events such as IUCN World Conservation Congress and the 4 Summits mandated by Council, alongside the need to fund the normal operations. As such, the Secretariat requested that FAC consider that 2020 budget be approved on a breakeven basis and that surpluses be built in future budgets. The ADG agreed that, in the event that the Secretariat was successful in mobilising core funds over and above the budgeted level, it would prioritise the use of those funds for investment that would support growth and rebuilding the reserve. In relation to FAC/18 (see below), the FAC supported to make available CHF 350k from reserves to fund the 2nd Law Congress to be held in 2020, noting that WCEL will make best efforts to fundraise for this amount. This amount, therefore, needs to be added to the 2020 budget. *Conclusion* The FAC recommends to approve the 2020 Draft Budget as presented; subject to the modification of CHF 350k to support the WCEL Congress; and a commitment by the Secretariat that, in the event that additional core income is raised, priority will be given to setting aside investment funds to support growth and rebuild reserves.	

	DRAFT COUNCIL DECISION The IUCN Council, o*n the recommendation of* the Finance and Audit Committee, **approves** the 2020 budget; subject to the addition of CHF 350k to support the WCEL Congress, to be funded from reserves.	
FAC/12	**Risk Management update** *Purpose and background* The Head of the Planning, Monitoring, Evaluation and Risk Unit (PMER) presented an update of the Enterprise Risk Management Framework and the Risk Register. The Head of PMER informed FAC that 20 Unit-level risk registers (85% of target business units) had been developed. At least 190 staff members had attended risk management workshops led by the PMER unit. The IUCN Risk Committee established a task force in March 2019 to undertake an initial self-assessment of law enforcement partnerships with security forces and judiciary authorities benefiting from direct or indirect support from IUCN. As a result of this assessment, an internal assurance hub is under development and a first high-level excerpt will be presented during the 70th FAC meeting *Summary of the discussion* FAC members noted the progress made on Enterprise Risk Management Framework and the Corporate Risk Register. Members expressed concern about the potential risks carried by working with partners, citing the ongoing accusation of Human Rights abuses made against WWF. The Head of PMER informed FAC that all partners are scrutinised through a due diligence process and that Human Rights issues will be added to those checks. FAC noted that IUCN could seek the assistance of organisations competent in the Human Rights sphere to advise on how to go about designing projects and screening for human rights issues. The chair of WCEL offered to assist in linking the Secretariat to organisations such as Human Rights Watch and Amnesty International. Members asked about the prioritisation of risks and whether they were being appropriately addressed. For example, were balance sheet risks such as collectability of debtors	INF

	being addressed? The Head of PMER confirmed that these items were included in the risk register and that a risk owner had been assigned. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the update on the Enterprise Risk Management Framework, and the Corporate Risk Register.	
FAC/13	**Financial Planning post 2020** *Purpose and background* The CFO presented an outline document arising from the meeting of the Task Force on Financial Planning post-2020 held on 17 October. The outline identifies key steps towards the preparation of a strategy such as the reason why this is needed, the scope of the strategy, challenges and opportunities, strategic directions needed, investment requirements, and resource mobilisation. The Finance Strategy will support IUCN mission and implementation of the IUCN Programme and will define ways of providing the financial resources needed to sustain growth and impact *Summary of the discussion* FAC noted the timely need for a Financial Strategy bridging the gap between the mission of IUCN and the 4-year intersessional planning cycles. FAC observed that the strategy should look at a period not less than 10 years and be aligned to the IUCN corporate strategy. Members noted that IUCN needs an inspiring proposition that capitalises on its unique characteristics and that curves out a niche for IUCN as a global convenor of conservation and biodiversity movements. Both the Corporate Strategy and the Finance Strategy would draw from this inspiration. The Chair informed FAC that the Bureau has encouraged a coordinated approach to the work of the various Task Forces working on Strategy (Membership, Programme, and Finance) to ensure coherence. Members discussed various items that should be included in the strategy such as;	INF

	• Ensuring Financial sustainability • Budgeting for and undertaking investments in both the infrastructure of IUCN as well is in project development • Diversification of revenue sources including looking at untapped markets such as low income countries (state and non-state actors) • Definition of what growth IUCN should be pursuing • Investing in fit-for-purpose staff, Members and partners • Tapping into niche markets, such as developing a mechanism similar to CO_2 pricing mechanism for biodiversity • Recognising the value of in-kind support derived from commission members. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the outline presented by the Task Force on Financial Planning post 2020 and asked the Secretariat to provide a draft strategy by 15-Dec-2019. The FAC will review the strategy and comment on it electronically, and the Task Force will meet 2 days ahead of the 70th Meeting of FAC to work on the final draft to be presented to FAC and Council in their February 2020 meetings. The FAC member representing Switzerland generously offered to source funding for the 2-day meeting.	
FAC/14	**Financial Plan 2021-2024** *Purpose and background* In accordance with Article 88e of the IUCN Statutes, the Director General shall submit to Congress for approval a draft financial plan for the period 2021-2024. The Financial Plan is required to be distributed to Congress 90 days ahead of the start of Congress. The CFO presented a discussion document laying out the scope and preliminary data projections. The summary income for the period is projected to be CHF 743m, of which 130m is Core and 613m is Project income. The main changes from the 2017-2020 Plan are projected to be a 10% increase in membership fees, 6% increase in Framework Income and other unrestricted funds respectively, and a 47% increase in Project Income (10% p.a.). *Summary of the discussion*	

	Members thanked the CFO for the draft Financial Plan and advised the Secretariat to enrich the plan by incorporating; • A section on cost structure of IUCN (by Geography, Function, etc.) • A section on investments FAC noted the risks inherent in the financial plan highlighting the key ones as: 1. Maintaining framework income 2. Diversification into new income streams 3. Project portfolio risk related to increase in grant making and transfers to partners 4. Building reserves *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the draft outline for the Financial Plan 2021-2024 and tasked the Secretariat with providing a draft document to FAC before 15-Dec-2019. This will be discussed by FAC electronically and final decision taken at the 70th meeting of the FAC and 98th meeting of Council.	
FAC/15	**Reserves Target** *Purpose and background* In November 2011, The FAC approved a reserves target of CHF 25m, based on a consideration of 3 criteria made up as follows: CHF m Working capital requirement 7 Risks 13 Future investments 5 **Total** **25** The CFO presented a review of the risks faced by IUCN and the possible drawdown in reserves, together with an estimate for investments. He recommended maintaining the target level of CHF 25m. *Summary of the discussion* Members considered the proposal by the CFO. They recommended that the target should be maintained at CHF 25m, but kept under review, particularly in light of the increase in size in the project portfolio and the increase in	DEC

	risk that comes with grant making programmes and the increase in use of implementing partners as a delivery mechanism. *Conclusion* The Finance and Audit Committee APPROVED to retain the reserves target at CHF 25m.	
FAC/16	**Report of the Joint FAC/GCC Task Force on Membership Dues** *Purpose and background* At the 94th meeting of Council (April 2018) the FAC and GCC decided to form a Task Force to look at various issues around the membership fees structure. The Task Force will present proposals to Council in its 97th Meeting. The CFO presented a verbal summary of the proposals for Members in groups B and C: • Determination of membership dues will be based on total expenditure as opposed to total operating expenditure; • The scale of dues will also be adjusted in line with inflation; and • an additional dues group for small organisations will be added. *Summary of the discussion* Members expressed the need to base membership dues structure on a value proposition for Members. Members underscored the risk that changes in fees structure may result in reduced membership income for IUCN due to withdrawals in the event that Members found themselves in a higher category. *Conclusion* The Finance and Audit Committee *TOOK NOTE* the verbal report of the Joint FAC/GCC Task Force.	INF
FAC/17	**Appointment of Auditors for 2021-2014** *Purpose and background*	DEC

	The External Auditors are appointed by Congress on the recommendation of the Council. (Article 20 (j) of the IUCN Statutes). PricewaterhouseCoopers (PwC) were appointed by the 2012 Congress following a competitive process. PwC's initial mandate was for 4 years, covering the years 2013-16. The mandate was extended by the 2016 Congress to cover the years 2017-20 The CFO presented a proposal to FAC to extend the mandate of PwC for 2021 and 2021, and thereafter for the Council to appoint new External Auditors for 2023 to 2024 based on competitive selection process, with the approval of Congress. For this, the Secretariat proposes that Council present a motion to Congress that reads: The IUCN World Conservation Congress, At the recommendation of the IUCN Council, Appoints PricewaterhouseCoopers as IUCN External Auditors for the years 2021 to 2022, and requests that Council appoints the External Auditors for the years 2023 to 2024 following a competitive selection process. *Summary of the discussion* The FAC considered and accepted the proposal from the Secretariat. *Conclusion* The Finance and Audit Committee will present a Council decision in line with the above at the meeting to be held in February 2020.	
FAC/18	**Residual Funds from 1st IUCN World Environmental Law Congress** *Purpose and background* In the intersessional period 2013-2016, WCEL was exceptionally allowed to roll over unused funds from the Commission Operating Funds (COF) from one year to the next. These funds were held in a designated reserve earmarked for the 1st IUCN World Environmental Law Congress held in Rio de Janeiro, in March 2016. As a result of successful fundraising by the WCEL, CHF 445,000 was	DEC

	not utilised. At the end of 2016, in line with the IUCN reserves policy, the funds were transferred to IUCN general reserves. The Chair of the WCEL requests that CHF 350k be made available from reserves to fund the 2nd Law Congress to be held in 2020, noting that WCEL will make best efforts to fundraise for this amount. The chair of WCEL explained to FAC that planning for 2nd WCEL Congress on 2020 was largely based on the assumption that the funds earlier designated were still available to WCEL. FAC noted that planning of the 2nd WCEL congress is well advanced and that not convening it could cause reputational damage to IUCN. FAC asked to receive an estimate of the balance needed to convene the congress. The chair of WCEL estimated the balance needed to be around CHF 305K. *Summary of the discussion* Members noted that the Secretariat had acted within the laid down procedures in transferring the designated funds to the general reserves. Noting that allocation from the 2020 budget would create an unfunded budget expense, the FAC considered 3 options: i) Make an allocation in the 2019 budget ii) Make an allocation in the 2020 budget and make compensatory reductions elsewhere iii) Allow a deficit budget for 2020 with the deficit to be funded from reserves *Conclusion* To avoid any reputational risk that might occur should the 2nd WCEL congress not be organized as planned, the Finance and Audit Committee, on an exceptional basis, recommends to Council to allow the use of reserves to a maximum of CHF 350,000 for the 2nd WCEL Congress. These funds should only be used in case all other channels of raising funds for the congress bear no result.	
FAC/19	**Ammendments to the FAC ToR following the External Review recommendation** *Purpose and background*	DEC

	The Governance Review includes several recommendation in respect of the role of the FAC. The review recommends that the FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: • Expectation of the external auditors; • Relationship with the internal auditor function; • Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it. *Summary of the discussion* The FAC was in agreement with recommendations made. *Conclusion* The FAC agreed with the Governance Review recommendation to amend the FAC ToR to articulate the role and responsibility of the committee with regard to its: 1. Expectation of the external auditors; 2. Relationship with the internal auditor function; 3. Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it. The FAC will propose a revised ToR to Council for approval at a future meeting.	

22nd meeting of the Governance and Constituency Committee
Room Red List B – IUCN Headquarters, Gland, Switzerland

Saturday, 19 October 2019 – 09:00-12:30
Sunday, 20 October 2019 – 09:00 – 18:00

Report to Council

Approved by the IUCN Council during its 97th Meeting, 19-22 October 2019, decision C97/12
Modifications made by Council are shown in red characters

Members of the Governance and Constituency Committee Committee: Chair: Jennifer Mohamed-Katerere, Deputy Chair: Tamar Pataridze, Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Jenny Gruenberger, Masahiko Horie, Sixto J. Incháustegui, Líder Sucre, Ramiro Batzin.

- **Secretariat Focal Points:** Global Director Union Development Group: Enrique Lahmann; Senior Governance Manager: Luc De Wever; Membership Coordinator: Fleurange Gilmour; Communications Manager, Union Development Group: Sarah Over. Legal Adviser: Sandrine Friedli-Cela

Apologies: Ali Kaka, Youngbae Suh

Observers: Frank Hawkins

Opening of the meeting – Welcome to everyone

1 Governance issues

1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations: DEC

1.1.1 Review of comments from IUCN Members received during the Regional Conservation Forums and online, and possible revision of proposals of the different reforms.

The GCC was invited to review the Council proposals in light of the comments received from IUCN Members during RCFs and through the Union Portal and, for each proposal, make a recommendation to Council either to:

a. maintain the proposal as it is; or
b. revise it; or
c. drop the proposal.

This should include establishing a process to ensure that the required amendments to the Statutes and/or, as the case may be, the Regulations are prepared in time to be submitted to Council for approval in February 2020.

The GCC should give clear directions to those who will be mandated to prepare the amendments.
The deadline for preparation of documents was set at 23 January 2020.

1.1.1.1 **Including subnational governments in IUCN's membership – DEC/DIS**

Comments received during the RCFs only indicate that there was general support by the Members of this proposal. However, there was confusion regarding the proposed voting structure, the definition of "sub-national" and requests for the goal of the proposal to be clarified

Decision: A GCC working group (led by Shaikha Al Dhaheri) will work on a revision of the proposal taking into account the following:

- The need for clarification about voting powers, in particular regarding the State vote and balance of power between two houses
- Further work on the definition of "sub-national" is needed

- Clarification of the goal of the proposal.
- A proposal for dues for this category should the proposal be adopted (in collaboration with the Dues Task Force)
- Any amendments to the Statutes and Regulations that will be needed if the proposal is adopted.

Work will involve consultation with the Council WG on Subnational governments led by Amran Hamzah, the Legal Adviser and the Dues Task Force. The amended proposal will be presented to GCC by 23 January 2020.

1.1.1.2 **Election procedures and inclusiveness of dependent territories - DEC**

- Proposal of how to amend the Statutes does not need to be changed
- Goal needs to be clarified – how this will change the representation – but not over-representation
- Intention and power

There was broad support for this proposal, particularly in the Caribbean sub-region (who had initiated the amendment). In SUR there was a misunderstanding among some Members who thought that this proposal was a way for some states to gain more power. However, clarification of the fact that the proposal would allow for geographical location of a State to take precedence over its political status, allayed concerns.

The Legal Adviser explained that technically, it would be possible to have many representatives from one State (for example, France who has territories in many of the Regions and could have a representative in each of them). However, it was felt that this situation would be unlikely to happen and it was unnecessary to add wording to expressly limit the number of representatives from one State. Indeed, adding a limit could create more problems since this would require a decision process on selection of candidates where there are more than the maximum number, how to handle appeals and who should make the decisions, for example.

Feedback from RCFs included requests for clarification of the meaning of “part of a region”. Wording in the proposal was drafted with the Caribbean in mind, which is a sub-region that is formally recognized in IUCN but consideration should be given to whether or not this is a unique case.
Decision: A small group (Sixto Incháustegui, Luc De Wever and the Legal Adviser) would reflect on the issue of terminology and a revised proposal presented to GCC for email decision within a month. This would include:

- The purpose of the proposal
- Clarification of a part of a region

1.1.1.3 **Establish an elected indigenous Councillor position** - DEC

There was broad support for the proposal by Members. However, it was proposed that it would benefit from further formal consultation with Indigenous peoples’ organisations (IPOs).

At the RCF in Eastern and Southern Africa, there was concern about the definition of the IPO category, in particular the fact that the current definition excludes local communities. This might be an issue that needs to be reflected upon by the next Council. It was agreed that the process for the appointed Councillor would be better communicated to Members with clear criteria set out as previously discussed by the GCC.

In comments from Canada, it was pointed out that an IPO could be included as a sub-government under the new proposal. This could have an impact when choosing a representative for election.

However, since the mandate to create the IPO category came from the Indigenous NGO sector, it was felt that only associations within the NGO category could nominate a candidate for the position of an elected indigenous Councillor. It was agreed that a clear process for the appointment of an additional Councillor be established.

Decision: A small group (Jenny, Mamadou and Ramiro) was established to further develop the proposal, statute revisions required and to consider the issue of whether the proposal could result in more than one representative from the same State. This should be done in consultation with a spread of IPOs and with the support of the Legal Adviser for the required Statutory changes.

The group will seek a solution for the issue of same state limitation within one month and the paper on other amendments, including a change to Article 38 of the Statutes, will be submitted to GCC by 23 January 2020.

1.1.1.4 **Modification of the term "Regional Councillor" - DEC**

Feedback from the RCFs included the recognition of the fact that Regional Councillors have a dual role. One suggestion was to dispense with the term "Regional" and refer to "Councilors from the Regions" instead.

There was also a request that the duty of Councillors to communicate with Members in their Region be made more explicit.

There was support within the GCC for the proposed change from "Regional Councillors" to "Councillors from the Region". The relevant section of the Councillors Handbook will also be reviewed to ensure that the regional and global responsibilities are properly reflected in there, as will the Performance Commitment and Code of Ethics.

Decision: A Working Group was established to look into making this change in the Statutes, and that to take care to ensure the wording of each section does not become cumbersome. The working group will compose of Masahiko, Mamadou (Chair), Legal Advisor. Proposals to GCC to be made by the group by January 23 2020.

1.1.1.5 **Improvements to the motions process** – DEC/DIS

A. Increase majority required to adopt motions
This proposal generated both strong support and strong opposition among the IUCN Members.
In support of the motion was the fact that a moving to a 2/3 majority will avoid highly divisive situations and encourage people to work together. Concerns were raised that such a move will mean that IUCN becomes less able to adopt innovative motions that change the status quo and advance needed changes. Similarly, there was concern that if adopted, this requirement would prevent the adoption of proposals relevant at a regional, national and local level, for example, because people don't understand the issues and abstain.

Two letters, one from Richard Ottinger and Smita Narula, Co-Directors of the Center for Environmental Legal Studies and one from International Council of Environmental Law received on 16 and 18 October respectively, were addressed to the Council with the request to withdraw its proposed requirement for a 2/3 vote to pass resolutions at the World Conservation Congress 2020 in Marseille on the basis of the same motives mentioned above (letters available here, as Annex 5).

It was argued in GCC that if there are good consultations for motions, there should be no reason not to achieve a 2/3 majority even by minority groups, for innovative ideas or issues of more local concern. More effort will have to be put in the process but it should be possible. Further data from the last Congress showed that had this rule been in place for the 2016 Congress, only 3 that were adopted would not have passed. However, it was unclear if those three were minority groups or innovative ideas.

B. Guarantee scientific independence of the work carried out.

There were no objections from Members on this issue.
GCC also supported and it tabled the proposal unchanged.

C- Cap on abstentions Article 32 of the Statutes

Similar to 2/3 majority issue, some of the Members expressed concerns and raised questions in relation to one of the proposed statutory changes in relation to counting the abstentions as casted votes and putting a cap on the number of abstentions in order for a motion to be adopted. Because some of the Members wish to abstain, but may not necessarily want to prevent the motion from being adopted, these Members encouraged the Council to look for a solution that retains this option of IUCN membership.

GCC shared this concern and decided that some other options be considered and decide if a viable alternative could be found.

Decision: A sub-group, led by Tamar Pataridze, was established to address the issues for proposals A and C. Hilde Eggermont from GCC joined the group. Invitations would be extended to the members of the Task Force for this item and a revised proposal to be submitted by 23 January 2020. Secretariat will support the group in terms of providing the data and information, including for decisions for the last two Congresses to support the discussion process on proposal A.

1.1.1.6 **Role of Commissions in National and Regional Committees - DEC**

There was broad support by Members for recognizing role of Commissions within National and Regional Committees, with no voting rights.

The issue of whether Commissions should be aligned with the IUCN Regional programme was discussed as such alignment would promote working together. However, the Chair noted that Commissions bring a wealth of knowledge to discussions, even without extensive regulatory frameworks. To ensure this continues, the objective of including the Commissions in National and Regional Committees needs to be clarified, including both their action (work) and the knowledge they bring.

The next steps of the Working Group will be to propose the actual modifications to the operational, including the clarification that there be one representative from each of the Commissions.

Decision: Jenny Gruenberger will develop a proposal (with Secretariat support for translation) – to allow the consultation process by 23 January 2020, confirming with the Legal Adviser that no amendments to the Statutes are needed since the changes will be made to the National Committee operational guide.

1.1.2 Proposals on other topics due by October 2019:

1.1.2.1 **Comprehensive gender approach at IUCN** - DEC

GCC reviewed the proposed amendments to the functions of the Gender TF outlined in the draft ToR. The timeline was updated and it was agreed that the concept note will include a detailed plan for discussion at GCC/Council in February with the final proposal to be presented at the Members Assembly.

GCC also discussed the composition of the TF. Upon the request by the GCC Deputy Chair the day before GCC meeting, the Commission Chairs nominated two representatives for the TF - Meher Noshirwani, Chair of Gender specialist group (CEESP) and Shalini Dhyan, Regional Chair from East Asia (CEM), while the ADG nominated Jackie Siles, Senior Project Coordinator for the GGO as the expert representative from the Secretariat.

From GCC Jenny, Tamar and Shaikha volunteered to join the TF.

Decision: GCC approved the constitution of the group. It was agreed that the plan will be finalized by 23 January 2020 for discussion at GCC and Council at the next Council meeting before it is distributed to Members on 10 March 2020.

1.1.2.2 **Establishment / operating rules / oversight of National, Regional and Interregional Committees (IRC), incl. discussion of scope and purpose of IRC - DEC**

This relates to areas of improvement of IUCN's governance B2 and B7. These two issues were put into the same paper because they link to each other. An initial discussion took place during GCC's call on 23 September and some changes were made to the document based on proposals made during the meeting (section 3 b) and c).

Before the discussion there was a presentation by Secretariat on findings from the analysis on National and Regional Committees that was undertaken, and which links to paper B2/B7.

Following the presentation, Masahiko raised his concern that there was no linkage of the National Committee of Japan with the Secretariat. However, documents suggest otherwise since there is mention that the National Committee is responsible for translations and the actions that have been taken. There is no doubt that the relationship needs to be strengthened across the board and there is much interesting work to be done by the National Committees.

Hilde welcomed the recognition of opportunities that National Committees offer. The Statutes tend to focus and constraints and restrictions which sometimes confuse National and Regional Committees with regards to the work they can undertake under the One Programme Approach.

With particular reference to issues with the IUCN Netherlands Committee, she suggested that it would be interesting to study the current situation to establish how issues that had caused problems in the past have been mitigated. A lot has changed since 2017 and there is concern within the Committee that its past reputation is tarnishing the reputation of the Committee today.

Referring to the requirement of completing annual reviews, the Chair highlighted the reticence of people to complete annual reviews and wondered whether this has anything to do with the fact that work is carried out on a volunteer basis.

The Secretariat view is it is possible to support the Committees with the mandate and structure to enable this. By engaging with Committees, it becomes a positive cycle, justifying the funds for a unit and moving up through the engagement cycle. The difficulty is deciding where to start. Information gathering exercises by Secretariat will be conducted in the spirit of engagement and openness to avoid being viewed negatively.

B2. Clarify, modify or develop the requirements for establishing National, Regional and Interregional Committees, acknowledging that the establishment of IRC may have political as well as ecological motives.

The paper was prepared following:

- Initial discussions on the establishment of an Interregional Committee for the regions of West Europe, North and Central Asia in November 2017 (Council document C/93/GCC/2.7.1.1)
- Recommendation made in Council document (Council document C/94/GCC13 2.4.4) from April 2018 (94th Council) to extend the review to other Committees which was consistent with the approach taken by the Bureau WG at its meeting of 10 April 2018.

The Secretariat has undertaken an analysis of the current process and criteria for establishment of National/Regional and Interregional Committees, as stated in the Statutes and Regulations. Currently there is inconsistency with the establishment/constitution process of all Committees and their daily functioning and maintenance. It is advisable to have a similar establishment/constitution process for all Committees to ensure a proper democratic process and legitimacy.

In order to define the common standards applicable to all types of Committees, and how the Statutes and Regulations may be amended, the GCC was asked to consider, as an initial process, the considerations/questions listed by the Secretariat in the document (section 3 (b) and c).

The GCC focused on a number of issues regarding the establishment, composition, governance and scope of National, Regional and Inter-Regional Committees.

Whilst some of the questions listed were answered, the GCC felt that there was more discussion needed, particularly around the issues of composition, scope and governance. Secretariat was requested to produce a paper that evaluates the different iterations of the three types of Committee and the implications each of them has for the organization of IUCN with regards to decision-making and the rights of Members to engage and cooperate. The paper should set out the implications, opportunities and problems pertaining to each type of committee and will reflect the conversations that have been had to date.

The Chair wished it to be noted that she was concerned that she had not been made aware by the Secretariat, of a legal opinion relating to the rights of Affiliates to vote in National Committees. This is an important matter relating to the governance of National Committees and the rights of IUCN Members and is an issue that should have been brought to the GCCs attention for discussion, particular as Affiliates are none voting Members. She commented that this was a clear example of the lack of flow of information between the Secretariat and the Council.

The paper will be presented for discussion at the next Council meeting in February 2020. Should the GCC/Council not complete the work on this matter ahead of the Congress in 2020, the paper will serve as detailed handover notes for the 2020-2024 Council.

B7. Guidance to IUCN's National, Regional and Interregional Committees to ensure their transparency, independence and integrity, including the respect of IUCN brand use guidelines and non-competition

with the Secretariat when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight

This follows discussions from the 92nd Council meeting (February 2017), the 73rd meeting of the Bureau in November 201 and the 74th meeting of the Bureau in April 2018.

Concerns have been raised about: Committees acting as NGO with legal personality beyond the IUCN Council's oversight; Operation outside their national state or region; risk for IUCN potentially affecting IUCN's Programme, finance and governance.

Some options to strengthen Council's oversight on the Committees include:

i. Effectively implement the obligation to submit an annual report to Council.
ii. Provide for the obligation of the Council to review the report.
iii. Have under the responsibility of the Council, through PPC and FAC, the oversight of the Committees as it already exists for the Commissions.
iv. Have a standardized website for each Committee.
v. Review the Operational Guide for National and Regional Committees, the license agreement and the logo rules for National and Regional Committees (according to the IUCN Brand Book) and ask each Committee to sign a revised copy.
vi. Consider amending Articles 65-66bis of the Statutes and/or Regulations 66(f) and 67(a).

The Secretariat proposes that Council takes the opportunity of the 2020 Congress to raise awareness of the lack of oversight and risks involved, by either including a section in the Council report to Congress or in the Congress document presenting Council's proposals to amend the Statutes with regard to the Interregional Committees. The issue should be tabled for discussion in Congress after which the Congress Governance Committee may bring a summary or proposals for decision to the plenary. This could include e.g. a paragraph in the Congress Resolution amending the Statutes, requesting the next Council to take appropriate actions within its authority in order to address the risk and the gap in governance oversight, and to propose any actions beyond its authority, including proposals to amend the Statutes, for approval by electronic vote of the IUCN membership prior to the 2024 Congress. It was stressed in meeting that interaction with the Members committees should focus on facilitating engagement in the work of IUCN and the objectives of the Membership Strategy.

GCC discussion regarding the strengthening of the oversight of National, Regional and Inter-Regional committees focused on the requirement of annual reports by Committees. Different reporting structures were discussed and there was agreement that a structured format for the reports would be helpful. The process needs to be simplified. However, whilst it was broadly accepted within the GCC that there is merit in such reports to showcase the work undertaken by Committees, the Secretariat currently makes no use of the few that are submitted, thereby negating any incentive. The GCC urged the Secretariat to reflect on how these reports could be used to address concerns of members and implement the membership strategy

There were also questions regarding what the results of non-compliance might be. It was agreed that it is good to have oversight, but thought must also be given to how to follow up on this. Should there be a clear definition on the role and mandate of Committees? Where should support for Committee work come from – the committees themselves or Secretariat?

The Legal Adviser suggested that the revision/update of the Operational Guide for National Committees be a good place to start. The Chair noted that in making any modifications it would be important to address the main concerns of the Members, who are currently disengaged and see little or no value in their IUCN membership. Highlighting the opportunities that the different tools available to them create, is one way of trying to improve this situation.

This matter is linked to the B2 paper referred to above and will be included in the paper that Secretariat will produce for the next Council meeting in February 2020.

1.1.2.3 **Clarification of membership admission and rights - DEC**

This relates to area of improvement of IUCN's governance C3.

Some issues were identified by the Membership Unit, which is in charge or processing membership applications. A draft discussion paper was prepared by the Membership Unit for the 20th meeting of the GCC held during the 96th Council in March 2019. The matter was postponed to a later date for discussion to allow the Legal Adviser to make comments on the proposal.

The proposal was reviewed including the Legal Adviser's opinion, especially on the question of the conditions for State Members to re-join IUCN and was discussed during the 21st meeting of the GCC on 23 September 2019.

GCC approved the amendments to Regulations 14 and 15 of the Regulations by email correspondence.

Changes to the Regulations shall be adopted by two consecutive meetings of Council (Art. 101(c) and would therefore need to be presented at this meeting and the following in February 2020.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,
in conformity with Article 101-102 of the Statutes,

Adopts in first reading the proposed amendments to Article 14 and 15 *of the Regulations* aiming to clarify the admission process for Members,

14. The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN ~~eligible to vote~~.

15. When a Member ~~eligible to vote~~ exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.

Decides to table the proposed amendment on the agenda of the next meeting of the IUCN Council (February 2020) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes.

Clarification of the term "Members eligible to vote"

The term creates confusion among Members and the Secretariat. A Member eligible to vote must, in addition to being a Member from Category A, B or C, have paid its membership dues up to and including the year preceding the invitation or call to exercise a right (*e.g.* vote or submission of motions, etc.).

The Legal Adviser advises not to change the Statutes or Regulations. Following its recommendation on 23 September, which was approved by e-mail correspondence, GCC agrees with the advice of the Legal Adviser and asks Council to take note.

The other two items of the paper "Application of Articles 14 of the Statutes and Regulation 26" and "Conditions for change of membership" will be discussed at the next meeting and/or by e-mail correspondence.

1.1.2.4 Harmonized process for filling vacancies for Treasurer, Commission Chair and Regional Councillor - DEC

Since there is little guidance in the Statutes and Regulations regarding the filling of a vacancy between Congresses, Secretariat made a proposal on how to proceed in each of the functions, based on decisions taken in such situations over the last ten years.

Since it may be considered too detailed to introduce the proposed procedure in the Regulations by way of an amendment. The proposal is therefore made to invite Council to approve the procedure and to integrate it in the Council Handbook, thereby replacing §19, 20 and 21 and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

GCC decided that for all three positions, the Search Committee would present to Council a single candidate for its endorsement. The reasoning being that since the Search Committee will be formed of Council members who are entrusted by the rest of Council to do the job.

The GCC also established that the Search Committee for the position of Treasurer, would comprise the President, one or more Vice-Presidents proposed by the President based on their skillset, the outgoing Treasurer/acting Treasurer if available, the Chair of the FAC and one other Councillor.

It was also agreed that the Search Committee would be approved by Council in respect of the non-obligatory positions.

DRAFT COUNCIL DECISION

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

1. Approves the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor in accordance with Regulation 47, as revised (Annex);
2. Decides that it be integrated in the Council Handbook, replacing §19-21 of the Council Handbook and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

1.1.3 Review of the updated table "Areas for improvement of IUCN's governance and identification of any governance reforms overlooked or not yet included in the list

Updated table was not reviewed during the meeting but is posted on the Portal for reference.

1.2 **Management Response to the External Review of IUCN's Governance (DEC/DIS)**

1.2.1 Consideration of the proposals from the Council Working Group established by the Bureau (decision B/XV, 28 June 2019, p.8) pursuant to Council decision C/96/6.

The GCC reviewed and discussed the comments drafted by the Working Group. Input was added to the table that will be presented to Council on 21 October in preparation for discussion during the plenary session on 22 October.

1.2.2 Review of, and possible amendments to the Statutes and Regulations concerning the role of the President, the Treasurer and the chairs of the standing committees

As stated in the draft management response to the external governance review, the ToR of the President, the Treasurer and the chairs of the standing committees would need to be reviewed. The GCC received a discussion paper from the Treasurer and the Chief Financial Officer as input for the GCC's work on this, showing how they see the role of the Treasurer. The GCC appreciated the Treasurer and CFO's reflections and will transmit them to a subgroup of the GCC that will be set up to prepare proposals for the GCC on all the positions referred to above, in time for Council to consider them in February 2020.

1.3 **Revision of the Performance Commitment for IUCN Councillors** (Annex 5 of the Council Handbook) *to include an express commitment to comply with the IUCN Data Protection Policy (Council decision C/96/26) – **DEC***

This agenda item will be discussed by GCC by e-mail correspondence.

2. Constituency issues

2.1 Members' feedback on the Membership Strategy – presentation of version 4.0 (DEC/DIS)

Comments received during the RCFs and online afterwards suggest broad acceptance by Members of the draft Membership Strategy paper. The GCC decided that we should move to the implementation stage and that the Strategy should be considered as a "living document".

It is expected that the final Strategy document will be ready for approval by the third week of November 2019. This will allow for the incorporation of all comments received from the RCFs,

including the one taking place in Islamabad from 6-8 November 2019. GCC is working with the Secretariat to ensure that comments are reflected in the document, including the ones that were received by the Latin American group of Members although most of the issues raised are already reflected in the document. Jenny Gruenberger will support Secretariat in this task as she is from that region.

The latest draft of the strategy (Draft 4.0) is available on the Union Portal and Council members are welcome to submit their comments by the third week of November.

Once the final document is ready, GCC's is required to approve it. Inorder not to delay the process further, GCC requests the mandate of Council to approve to document. A draft action plan will be presented to GCC in February 2020.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Taking into account the multiple round of consultations with IUCN Members and the IUCN Members' feedback through the Regional Conservation Forums and online,

Concerned to approve the Membership Strategy as soon as possible so that implementation may begin without delay,

Requests the Bureau to approve the Membership Strategy subject to the integration by the Governance and Constituency Committee (GCC) of any further comments received from members of Council by the end of the third week of November and IUCN Members during the Asia Regional Conservation Forum (RCF) to be held in Islamabad, 6-8 November 2019, as soon as possible after the RCF.

2.3 Membership applications (DEC) [1]

There were 56 membership applications submitted for consideration by GCC (refer to Annex). All the applications were reviewed by e-mail correspondence. Due to lack of time during the meeting, a number of applications were not discussed and are therefore deferred for discussion by e-mail correspondence and/or the next meeting of GCC (conference call).

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
Approves the admission of 45 organizations and/or institutions applying for membership.
Defers the consideration of 11 organisations to its next conference call or meeting;

The Chair raised some concerns about the conservation record of some of the applicants and about the related expectations from IUCN on its membership. Reference to this extract from the *2008-2012 Constituency Committee Report and to Congress Decision 20, was provided by the Secretariat.*

"Evaluating the suitability of an applicant with the requirements of Article 7 at present involves, to some extent, a subjective assessment. By proposing Congress to adopt the proposed amendments to Article 7 of the Statutes, Council intends to give more specific guidance to the IUCN Council as to what are the objectives and track record to be reviewed when considering an application for admission.
Council is of the view that membership of IUCN can be broadened to those that are active in conservation of nature and/or in the sustainable use of natural resources or directly related activities which demonstrate that the organization shares and supports the objectives of IUCN. This is particularly relevant in the context of the draft new IUCN Programme 2013–2016 which aims to integrate new actors engaged in biodiversity conservation, nature-based solutions and nature's benefits to peoples' livelihoods.
The amendments proposed therefore require Council to make sure that the government agency or NGO applying for membership meets at least two of the three criteria of paragraph (b) of Article 7 of the Statutes as revised. **As a result, organizations that are not only traditional conservation organizations but**

organizations that focus on equitable and ecologically sustainable use – e.g. agriculture policy or sustainable agriculture institutions – could join, as well as organizations focusing on communication and education of conservation or sustainable use.

The changes to the Statutes in relation with the admission of new Members proposed by Council to the Members' Assembly are explained in Congress Paper WCC-2012-9.4.1/6.

Reform 9.4.1/6 that was submitted to the 2012 World Conservation Congress, was approved with minor edits. Refer to Decision 20 of the Members' Assembly Proceedings to see the whole decision and amendments to Article 7 of the IUCN Statutes."

Decision 20
The IUCN World Conservation Congress,
Adopts the following amendment to Article 7 of the IUCN Statutes:

Government agencies, national and international non-governmental organizations and affiliates shall become Members of IUCN when the Council has determined that:

(a) the applicant shares and supports the objectives of IUCN;
(b) the applicant has as one of its central purposes the achievement of IUCN's ~~mission~~ objectives and a substantial record of activity in the conservation of nature and natural resources;
(c) the objectives and track record of the applicant embody to a substantial extent :
  i. the conservation of the integrity and diversity of nature; and, either or both:
  ii. the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
  iii. dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;
(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and
(e) the applicant meets the other qualifications for membership as prescribed in the Regulations.

2.5 National, Regional and Interregional Committees (DEC)

Incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received

The Governance and Constituency Committee considered the request for official recognition of the Cambodia National Committee and of the Chile National Committee. The six Members in Cambodia and the five Members in Chile have provided written agreement to the establishment of the National Committee.

To note that the National Committee of Chile was initially established on 23 June 1995 and recognized by Council on 29 April 1998. The Committee was dissolved in 2000. Members in Chile have agreed to the re-establishment and recognition of the Committee.

As explained by the Legal adviser, the bylaws of both of these National Committees are in accordance with IUCN Statutes and Regulations, however some work will be needed to improve the text of these bylaws on specific points, for purpose of clarification which should not prevent GCC from approving the process of recognition by Council now, as the improvement of the documents will be more of a technical aspect.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, Council

RECOGNIZES the Chile and Cambodia National Committees;

RECOMMENDS to these Committees to work with the Office of the Legal Adviser to improve the text of their respective bylaws on specific points for the purpose of clarification.

The Office of the Legal (OLA) has worked with the Chair of the Morocco Committee on the by-laws as indicated in the report of GCC to Council (paper C/96/7.1). The Committee has addressed some of the issues raised/recommendations made by OLA. However, some important points still require discussion. The difficulties in completing the revision of the by-laws arise from

(i) the complexity of the analysis (by-laws considerably different from those initially adopted by Council in 2014; not completely aligned with the template provided by Secretariat; need to

comply also with relevant laws of Morocco where the Committee was formally registered as a legal entity, late 2018);

(ii) the advisability of requesting consistency with the Statutes and Regulations while not being more exigent with this Committee than with other Committees whose by-laws may not be so consistent (but still benefit from their recognition by Council).

For future, the Legal Adviser, recommended to improve the current IUCN bylaws template, especially considering the discussion held by GCC yesterday.

After some discussion, GCC's guidance to the Legal Adviser was that she will resume exchanges with the Committee only on the most important issues to make sure that the Morocco Committee is treated on an equal basis with other existing Committees. Any other issues can be handled after the reviewing process of National/Regional Committee documents. In the meantime, it can continue to function as National Committee of IUCN Members.

2.2 / 2.6 Update on IUCN membership, dues and rescission of Members' rights (INF)

As of 16 October 2019, IUCN has 1374 Members.
Kenya, Mauritania, Central Africa Republic, and Nigeria re-joined the Union as State Members after having paid their outstanding dues from 2017. South Africa had verbally informed the former Director General of their withdrawal from IUCN in 2016, and decided to re-join IUCN effective 2018 and has paid its full membership dues for 2018 and 2019. Bahrain joined IUCN in March 2019 as a new State Member. Kosovo joined IUCN in April 2019.

GCC commended the Acting Director General and the UDG/Regional offices on the actions that have been taken to bring back these State Members.

GCC was informed that if the 56 Members being considered for admission are all admitted, IUCN will reach a record figure of 1430 Members. However, 61 Members might be withdrawn on 21 November 2019, following the decision by Members made by e-vote in November 2018.

Currently, there are 104 Members (incl. 16 States) whose remaining rights may be rescinded by the 2020 Congress. Members will be informed in due course and encouraged to pay their dues to prevent this happening. Councillors are requested to provide support in this process.

2.6.1 Report of the joint GCC/FAC Dues Task Force on membership dues

Following the presentation of the Dues Task Force recommendations, a Regional Councillor for North America and the Caribbean, Rick Bates, had a number of issues he wished to discuss with GCC. The first was relating to considerations made for organisations whose mandate is not solely conservation, for example the Assembly of First Nations of Canada. Many such organisations would like to join but the dues are prohibitive whether they are Total Expenditure (TE) or Operating Expenditure (opex) based, he suggested that the expenditure related to conservation should be considered. It would be helpful if this situation could be resolved because there are a number of organisations in that situation.

Another issue of concern was that there are a number of Members in Canada who should be in Categories A, B or C but they are applying for membership for the Affiliates category just to pay lower dues. This situation should be looked into with the aim of finding a way to prevent this from happening further.

On the topic of creating a separate dues group for Zoos and Aquaria, he advised that a number of organisations think that whilst it is good news that these venue-based organisations are beginning to expand their mandates into conservation, the net result is that they are another competitor in the field. If they are given a preferential rate, this could be seen as a subsidy and create an added level of competition. He proposed that the sum for the Dues should be reconsidered. This situation is of concern not only at the NGO level, but also at the GA level.

The Chair explained that the Dues Task Force is small group and it was hard to find what a reasonable fee would be. The SSC undertook a survey of zoos and the TF took the advice of the SSC regarding the fees level. The TF would not be opposed to having a further reflection on this issue. It is important they clarify

that this is still at the proposal level and that the rationale is based on willingness to pay. This is also the rationale adopted for the new Group 1 proposal

In response to a query related to small venue-based organizations, the Secretariat explained that for those venue-based organisations whose Total Expenditure falls below the level of that of the proposed fees, they would qualify for the dues group corresponding to the level of their Total Expenditure.

The GCC agreed to leave the recommendation from the Council as it is, on the understanding that there will be feedback from Council members and IUCN Members.

(This draft decision was not approved by Council)

~~**DRAFT COUNCIL DECISION**~~

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

~~Approves the recommendations made by the Joint GCC/FAC Membership Dues Task Force, through GCC/FAC, in the review of the 2021-2024 membership dues, for the purpose of consultation with the IUCN Membership.~~

~~Requests the Dues TF to proceed with the preparations of the 2021-2024 Membership Dues Guide following these recommendations and consultation with IUCN Members and Council;~~

~~Requests the Dues Guide to be finalised for approval by the 98th Council in February 2020~~

3. World Conservation Congress

3.1 Consideration of the proposals from the Jury established by the GCC at its 20th meeting (March 2019) for appointment as recipient(s) of the John C. Philipps Medal and IUCN Honorary Membership

The Chair of the Awards Jury presented an update Awards process. He explained that the deadline had been extended to 30 September to ensure a more adequate balance in geography and gender of the candidate pool.

By 30 September, the following nominations had been received:

- **Phillips medal** – 21 nominations (4 female and 17 male)
- **Coolidge medal** – 24 nominations (4 female and 20 male)
- **Honorary Membership** – 18 nominations (1 female and 17 male)

Next steps: The Jury will appoint three additional external members of the Jury to assess the Coolidge medal nominations. The nominations will be scored according to the requirements of each of the Awards and final will be amalgamated. The Jury will discuss the results and select finalists, to be presented to Council for approval. Once approved, the Secretariat to contact winners and finalise arrangements for the Winners' attendance at Congress.

3.2 **Terms of Reference of the 2020 Congress Governance, Programme, Resolutions and Finance and Audit Committees and of the 2020 Congress Procedural Adviser" DEC**

Pursuant to the Bureau decision B/75/1 (October 2018), GCC has been considering the ToR for the Nominations Committee only and decided to consider other ToRs for approval by e-mail correspondence and GCC online meeting if necessary later after receiving the feedback and comments on the ToRs from other standing Committees and Motions working group.

Jennifer Mohamed-Katerere suggested to split item d. of the TORs to have another layer of transparency and sharing of information, to be consistent with best governance practice, in the following way:

a. receive a report detailing which applications were rejected and the reasons why

b. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:

The Senior Governance Officer, Luc de Wever raised some questions for discussion of the GCC members, such as whether this change will add additional unnecessary workload on the Election Officer or undermine the level of trust the Election Officer is entrusted by the Council. Legal Advisor also raised the issues whether this change will also imply the change of the ToRs for the Election Officer. These issues were discussed and the GCC agreed that adding measures to ensure transparency and good governance was appropriate.

The GCC Chair explained further the intention of the proposed change and that the change was not intended to imply that the Nominations Committee has powers of appeal or review the decisions taken by the Elections Officer. GCC agreed to propose the change to the Council.

The Nominations Committee, will become operational and start reviewing the proposals submitted by the deadline of 11 December 2019, in time to make recommendations to Council in February 2020.

The process for constituting the Committee was agreed. As was the case in 2016, the Vice Presidents acting as Nominating Committee under Regulation 48 (c) will be requested to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee of Council. They should do so on the basis of the expressions of interest received from Council members, taking into account gender and regional balance as well as a balance among first and second term Vice-Presidents/Council members.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee pursuant to Council decision C/95/2,

1. Approves the Terms of Reference of the Nominations Committee of Council (Annex 1) and the process for nominating candidates.
2. Invites members of Council to come forward with expressions of interest to become a member of the Nominations Committee which need to reach the President by 29 October 2019.
3. Requests the Vice Presidents acting as Nominating Committee under Regulation 48 (c) to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee taking into account the expressions of interest received from Council members, gender and regional balance as well as a balance between first and second term Vice-Presidents/Council members.
4. Takes note that the GCC will prepare, in due time for the Bureau to approve before the end of 2019, the Terms of Reference of the:

- 2020 Congress Finance and Audit Committee; (Annex 2)
- 2020 Congress Governance Committee; (Annex 3)
- 2020 Congress Programme Committee; (Annex 4)
- 2020 Congress Resolutions Committee; (Annex 5)
- 2020 Congress Procedural Adviser. (Annex 6)

Harmonized procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor

Modifications made by Council in red character

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. Approves the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor in accordance with Regulation 47 (Annex);
2. Decides that it be integrated in the Council Handbook, replacing §19-21 of the Council Handbook and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

Steps	Treasurer	Commission Chair	Regional Councillor
Notice period	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.
Interim appointment	If required, Council appoints a member of the Council as Acting Treasurer until Council fills the vacancy.	If required, the Deputy Chair of the Commission concerned acts as Chair until Council fills the vacancy.	N/A
Vacancy occurring less than a year before the Congress	If the vacancy occurs less than a year before the Congress, Council may appoint a member of Council as Treasurer if it considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Treasurer.	If the vacancy occurs less than a year before the Congress and Council considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Commission Chair, it may fill the vacancy based on a recommendation of one, or maximum two candidates by the Steering Committee of the Commission concerned, following the Steering Committee's consultation of the Commission's membership in the spirit of Regulation 30*bis*.	If the vacancy occurs less than a year before the Congress, Council may decide not to fill the vacancy if it considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Regional Councillor.
Terms of Reference (ToR)	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Treasurer referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Commission Chair referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Regional Councillor referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.
Identification of candidates	The Council establishes a Search Committee composed of the President, one or more Vice-Presidents proposed by the President based on relevant skills set, the outgoing Treasurer or the Acting	1. The outgoing Chair or the Deputy Chair of the Commission concerned is requested to establish an *ad hoc* committee under Regulation 30bis and to communicate to the Director	Council invites all IUCN Members of the statutory region concerned, which are up-to-date with payment of their dues, to submit nominations. The Vice-Presidents acting as Nominating

	Treasurer, if available, the Chair of the FAC, the Councillor from the State in which IUCN has its seat, and one other Councillor. In a first phase, all Council members are invited to encourage qualified candidates to put forward their candidacy to the Search Committee. Should this not produce qualified candidates, the Search Committee requests the Director General to issue a call to all IUCN Members worldwide, which are up-to-date with payment of their dues. The Search Committee presents to Council a single candidate for its endorsement.	General and the Vice-Presidents acting as Nominating Committee under Regulation 48, the names of the chair and the members of the Commission's *ad hoc* committee. 2. The DG's Call for nominations is sent to all IUCN Members and to the members of the Commission concerned. The Call for nominations states explicitly that, in the interest of time, it also constitutes the invitation to Commission members required by Regulation 30*bis,* inviting them to submit to the Commission's *ad hoc* committee names to be considered for Commission Chair. 3. The Call for nominations specifies the deadline for submission of names by IUCN Members and CEC Commission members directly to the Council's Nominating Committee (Regulation 30) and for the Commission's *ad hoc* committee to transmit, with the prior endorsement of the Commission's Steering Committee, a list of up to 2 prioritized candidates to the Nominating Committee (Regulation 30*bis*). 4. The Council's Nominating Committee presents to Council a single candidate for its endorsement.	Committee under Regulation 48 (c) (ii) validate the nominations put forward by IUCN Members. The Nominating Committee presents all valid nominations to Council ~~one single candidate for endorsement~~.
Selection of candidates	Council elects the individual to fill the vacancy for Treasurer for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.	Council elects the individual to fill the vacancy for Commission Chair for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.	Council elects the individual to fill the vacancy for Regional Councillor for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.

Nominations Committee of Council

Draft Terms of Reference

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in June 2020. The duties of the Nominations Committee will be as follows:

a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of 11 December 2019.

b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.

c) Collect biographical information and reference material on candidates.

d) 1. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:

   i. a rating system using a criteria based on the profiles for elective positions;
   ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
   iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;

   2. Receive a report detailing which applications were rejected and the reasons why.

e) Make short lists for each position.

f) Formulate recommendations for submission to Council at its 98th meeting in February 2020.

g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.

h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations.

i) Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

Task Force (CCTF) of the IUCN Council's Governance and Constituency Committee (GCC) to develop a comprehensive gender approach at IUCN

Terms of Reference

(Approved by GCC22, 20 October 2019)

Background

1. Following a letter addressed by Jenny Gruenberger and other Council members to the IUCN President on 13 July 2018, the Bureau, at its 75th meeting of 5 October 2018, accepted to include in the Table of areas for improvement of IUCN's governance a new section entitled "A.3 - Developing a comprehensive gender approach at IUCN".

2. In the letter, Council members made the case for "incorporating gender equity in a comprehensive manner in the organization, governance and policy of the Union".

3. Noting that the revised IUCN Policy on Gender Equality and Women's Empowerment (approved by Council at its 95th meeting in October 2018) was about mainstreaming gender-responsiveness within the IUCN Programme of work, the Bureau suggested that Council considers an approach for the governance of IUCN in a broad sense, beyond the Programme.

Objective

4. Objective:

a) Prepare a concept note including the definition of gender equality, gender equity and women's empowerment, as well as a proposal for the overall goal, for the consideration of the GCC, at its 98th meeting (February 2020) with the view of presenting the concept to Council for discussion at the 98th Meeting.

b) Prepare a plan to incorporate gender equality and equity as well as women's empowerment in a comprehensive manner in the organization, governance, policy and practice of the Union, for consideration of the GCC and Council at its 98th meeting (February 2020) for approval, with the purpose of presenting it to the 2020 World Conservation Congress for discussion and adoption.

Functions

5. The plan to be submitted to GCC and Council at its 98th meeting (February 2019) should include an overall goal for the entire Union and its constituent parts individually to be achieved by a specific date, that can be quantified and tracked during the implementation, and a set of SMART objectives to support it.

6. Prepare a concept note including definitions of gender, gender equality, gender equity and women's empowerment and a proposal for the overall goal, for the consideration of the GCC, by no later than its 98th meeting (February 2019) with the view of presenting the concept to Council for discussion at the 98th Meeting.

Modus Operandi

8. The members of the TF will implement their work principally via email and conference calls and coordinate any face-to-face meetings with the timing of Council meetings.

9. The TF will be assisted by a Secretariat focal point who will provide administrative and technical support

10. The TF will periodically report to GCC on progress, but at least quarterly including at each face-to-face meeting of the GCC.

Duration

11. The TF is established by the GCC as a task force under Regulation 59 and will in principle terminate its mandate upon Council's approval of the plan, at the latest in February 2020, unless decided otherwise by the GCC.

Composition of the Task Force

12. The GCC will establish a TF including other interested members of Council, the Secretariat and members of the Commissions. The principal members of the TF will be drawn from within the GCC and the wider Council. Proposed composition of the TF is:

- 4 Council members (out of which 3 GCC members)
- 2 members from Commissions
- 2 External individuals (from within and outside IUCN) may also be invited to contribute from time to time as ad hoc experts in order to bring in necessary skills and knowledge on specific issues, as needed.
- 1 expert member of the Secretariat appointed by the DG.