



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

98th Meeting of the IUCN Council
Gland, 10–11 February 2020

Summary Minutes

[Approved by Council members in conformity with Regulation 52]

Present: see [Annex A](#) attached hereafter.

Notes:

- a. Unless stated otherwise, all decisions of the Council were adopted by consensus.
- b. To avoid unnecessary repetition, the present summary minutes do not summarise presentations if their content is reflected in documents or PowerPoint presentations referred to hereafter as Council documents and published on [IUCN's website](#).
- c. The numbering of decisions and annexes follows that of the [decision sheet of the 98th Council meeting](#) which has been published as a separate document before approval of the present summary minutes, as required by [Council's Transparency Policy](#). Decisions may therefore not be listed in numerical order in the present summary minutes.

Monday 10 February 2020 from 9:00 to 12:30 – FIRST PLENARY SITTING

Agenda Item 1. Opening remarks by the President and approval of the agenda [\[Council document C98/1 Draft Agenda of the 98th Council meeting v3.0 dated 4 February 2020\]](#)

Vice-President [John Robinson](#) opened the meeting by informing Council that [President ZHANG Xinsheng](#) would be joining the Council meeting remotely and would be chairing only a few agenda items, requesting the help of the Vice-Presidents for the remaining agenda items.

The [President](#) then welcomed all those in attendance and expressed his regrets that he could not be in attendance himself due to the coronavirus outbreak. He gave a short update of the situation in China, personally expressing his gratitude to the countries of all Councillors, as well as to NGOs and world leaders for their concern, solidarity and contributions.

The [President](#) noted the regrets received from the following Council members:

- Jesca Eriyo Osuna
- Tamar Pataridze (proxy to Hilde Eggermont)
- Lider Sucre (proxy to Marco Vinicio Cerezo Blandón)

and welcomed [Ramiro Batzin Chojj](#) who joined remotely, and [Denise Antolini](#), Deputy Chair of WCEL who stood in for [Antonio Benjamin](#), Chair of WCEL, who had left Gland on the previous day.

The [President](#) encouraged Councillors to make this last face-to-face meeting before Congress as productive and efficient as possible, given the many issues to be addressed in preparation for Marseille. In addition to the new IUCN Programme and Financial Plan for the next quadrennial, Council's nominations for election will be given due consideration. Although this meeting would be a good occasion to look back on what has been achieved since this Council was elected in 2016, this will be done in an accountability report on Council's activities that will be prepared and presented to Congress.

The [President](#) continued by expressing his appreciation of all the excellent work taking place for the Congress, and he was especially pleased to note that all parts of the Union have been mobilised in the spirit of the One Programme. Much progress has been made on the three indicators for success that had been identified for the Congress: the degree to which the Congress will be a global leader exercising significant impact on the conservation agenda; the extent to which the Congress can influence the CBD; and the degree to which Members take ownership of the decisions made at Congress.

Regarding the first indicator, the [President](#) informed Council that President Macron and IUCN will be co-hosting the One Planet Summit. The host country is poised to work together with IUCN to make an impact on the conservation agenda. An IUCN delegation to China in November 2019 has contributed to the second indicator. Meetings with ministry officials enabled IUCN to present the unique strengths it can bring to the post-2020 biodiversity agenda, and the Chinese government looks forward to working with the Union prior to COP15.

To conclude, the [President](#) reminded Council that this Congress is the last large assembly of State and non-State actors before the CBD COP15, and that it is important for IUCN to call the world to action for the post-2020 biodiversity framework. He expressed his appreciation to those Councillors involved directly or indirectly in preparing the Forum and Members' Assembly, and his appreciation to all other parts of the Union that have worked tirelessly to make the Congress a success. He is confident that the Union is well positioned to highlight to the world the important role that nature plays in today's most pressing challenges.

The [President](#) invited the [Secretary of Council, Luc De Wever](#), to summarise the feedback received from Members on the draft agenda [\[Council document C98/1/2\]](#). One letter concerning aspects of the draft IUCN Programme was received from Professor Ottinger of the Global Centre for Environmental Legal Studies, and co-signed by other IUCN Members. The letter

has been posted in the portal and forwarded to the Chair of the Programme and Policy Committee (PPC). The committee will report back later in this meeting.

Council approved the agenda with the proviso that agenda item 6 be discussed at an *in camera* session.

COUNCIL DECISION C/98/1

The IUCN Council,

Adopts the agenda of its 98th Meeting, as revised. (version 3.0 dated 4 February 2020) ([Annex 1](#))

Agenda Item 2. Matters brought forward by the Bureau

The President invited Vice-President, John Robinson, to brief Council on matters emanating from Bureau. At their meeting on 7 February 2020, no formal decisions requiring Council's endorsement were made. They reviewed the progress being made on outcomes from the Bureau and Council, with the number of these items being significantly reduced; most of the remaining work is on track to be addressed before Congress. Further discussion took place on the development of the financial plan which needs to focus on long-term sustainability and the process for the Director General (DG) search. The latter two topics are on the agenda of this Council meeting and will be discussed in agenda items 5.2 and 6. The excellent work done by the Finance and Audit Committee (FAC) task force and the Chief Financial Officer was highlighted.

Agenda Item 3. Report of the Acting Director General [*C98/3 PPT Director General's Report to Council*]

Gretel Aguilar, Acting Director General (ADG), presented her report with slides [*for the slides, see [C98/3 PPT - Report of the Director General to Council](#)*]. She began by thanking the Councillor from Switzerland, Norbert Baerlocher, for a lovely dinner offered by the Swiss government.

Highlights of her report were: the unprecedented recognition of Nature-based Solutions (NbS) in the conservation arena; the ever-increasing success of the Bonn Challenge, with countries now taking leadership and responsibility; a 23% increase from 2018 in Natural World Heritage and the upcoming launch of the 3rd World Heritage Outlook Report; the launch of the 3rd update of the Red List of Threatened Species™; work on the post-2020 biodiversity framework; and much more.

The ADG then turned to the Congress and presented a timeline of important events taking place in 2020. The IUCN Congress is in the middle of the year and therefore provides a significant opportunity to influence other conventions. She has witnessed growing interest for the Congress: at the final RCF in Islamabad in November 2019, she continued to see Member interest in shaping the IUCN Programme; at the high-level meetings with the Chinese government, organised by the President, she was encouraged by China's commitment to working with IUCN to strengthen the link between IUCN, China and the CBD; a meeting organised with ambassadors to the UN has seen the support of the French, UK and EU ambassadors; at a meeting in January, the Patrons of Nature all showed strong engagement for the Congress.

On an operational level, the ADG was encouraged by the revised draft IUCN Programme which is now more inspirational, with very visible links to the SDGs and the post-2020 global biodiversity framework. Finances are on track with a forecasted breakeven for 2019, although she reminded Council that faster project implementation is a big challenge and that IUCN needs to find ways to increase capacity in order to reduce the risk for donors. All framework monies have been received, and the project portfolio is healthy and growing. She reiterated, however, that IUCN needs a clear vision of where it wants to be in the future. She mentioned the importance of environmental defenders and urged Council to consider how to provide them with better support. She concluded by presenting a map of IUCN Members and challenging Council to decide on a Member strategy.

Council members expressed their appreciation for the ADG's work over the last eight months and made the following comments:

- One Councillor supplemented the ADG's list of accomplishments by informing Council that the seemingly impossible task of reaching the Red List target of assessing 160,000 species by 2020 had been attained.
- While the Bonn Challenge is a success, it is necessary to consider the potential impact on endangered species when planting new species.
- Plastics are certainly of growing concern, although overexploitation and illegal fishing are real threats and should not be overlooked.
- One Councillor commended the ADG for maintaining Programme Week in the face of uncertain finances, expressing the opinion that the redrafted Programme is a testimony to the value of this week. However, another Councillor pointed out that because the Programme is very important to Members there was some frustration in the regional and national committees at no longer being invited to Programme Week. One of the biggest challenges for IUCN is to rethink regional, national and State engagement on a programmatic level.
- A Councillor reiterated the widespread global recognition of NbS and his hopes that IUCN will continue to capitalise on this.
- Norbert Baerlocher, Councillor from Switzerland, mentioned two areas in which IUCN needs to be strong: project implementation, working together with Members to tap into available funding; and the international arena where State Members become relevant actors. He emphasised the latter axis, noting that the Swiss government finances the Geneva Environment Network and provides support to the Permanent Missions. This support, coupled with the high density of International Organisations in Geneva, affords IUCN an opportunity to access the international arena. He

encouraged IUCN to focus more strongly on this axis and make use of these links, and he stands ready to help reach out to the Missions.

- One Council member requested further clarification as to how the improved situation of State Members relative to a year ago had come about. He stressed the importance of looking at lessons learned and queried the ADG's strategy with regard to State Members. Another Councillor responded that financial difficulties are not always the reason for losing State Members, so there had been an appeal for senior management to work closely with State Members wanting to leave. Thanks were given to the ADG for doing this.
- The Amazon forest fires were brought up by one Councillor, who highlighted the situation in Brazil where there have been attacks on environmental and social activists. IUCN needs to strengthen its efforts in this area, and be strategically positioned for any comments that may arise at Congress.

Thanking Councillors for their words of appreciation, the ADG responded to the questions and points they raised:

- She concurred with comments pertaining to the Bonn Challenge and pointed out that in addition to plastics, IUCN is working in other areas related to oceans, e.g. silver mining.
- While much progress has been made in working with Members, there is still work to be done. Inviting national and regional committees to Programme week is a good idea, although this needs to be planned ahead and a budget allocated.
- NbS is indeed on the international stage, but more efforts need to be made to highlight that IUCN has been promoting nature-based solutions for many years. The link between NbS and IUCN needs to become more visible.
- The ADG thanked the Swiss Councillor for his offer to help reach out to the international players in Geneva, and she was happy to take him up on his offer. Before doing so, however, IUCN needs to be clear on what the goal of this engagement is, and define concrete targets for working with State Members and NGOs.
- While the State membership map shown in the ADG's report is impressive, there are nevertheless 14 State Members on the rescission list. Difficulties in paying membership dues may be one reason, but not the only one. IUCN needs a strategy to attract new State Members, but more importantly, it needs a strategy to retain them. Some State Members re-joined IUCN, but some did not, making it all the more important to focus on the 'why' and 'how' to retain State Members.
- The ADG agreed that the situation in Brazil is very serious, and pointed out that Brazil is not the only place where social activists are threatened. She reiterated that working closely with Members in the regions is mandatory, not only for project implementation, but also to support Members in need. The knowledge held in the Commissions and at the local level by Members is one of the strengths of the Union and it should be utilised.

Following the discussion, the ADG presented a film "[How to save our ocean #30by30](#)", produced by WCPA with financing from Defra. She was pleased to point out that the IUCN logo is prominent, and she thanked Kathy McKinnon and Dan Laffoley for their work. Not only does this film demonstrate the power of the Union when working together to disseminate the message, but it fulfilled a Resolution from the Hawai'i Congress in which Members asked IUCN to support the 30x30 target.

Agenda Item 4. Performance of the Commissions

4.1 Presentation of the reports of CEM, CEESP and CEC by the Chair of the respective Commission

The Chair of the Commission on Ecosystem Management (CEM), Angela Andrade, [see also the Chair's PowerPoint presentation available as [C98/4.1/1 PPT - Report of CEM to Council](#)] began her report by informing Council that the CEM mission and vision had been revised to align with the Programme. She continued with an overview of the structure of the Commission, adding that a new task force on health and ecosystem management had been established.

The CEM Chair then highlighted some of CEM's main activities: progress had been made on an improved functional-based topology for ecosystem risk assessment and the database for the Red List of Ecosystems (RLE) has continued to advance; a global standard for Nature-based Solutions has been developed with the Secretariat, including criteria and indicators for NbS, and numerous presentations on NbS have been made at meetings and workshops; some 30 case studies are being prepared on cultural practices and ecosystem management, with a view to presenting them at Congress.

The CEM thematic groups and task forces have been active as well, with over 25 published scientific articles, five books and many contributions to international events. Noteworthy was the launch of the sustainable use network Naturalliance, which is currently in 30 languages with hopes of moving to 50 languages in the near future. A regional workshop in Maputo responded to one of the IUCN Resolutions on coastal resilience in Africa.

The Chair of CEM pointed out a 14% increase in CEM membership since March 2019, including 261 young professionals. Communications has been effective with the number of followers on social media continuing to climb. Finances are healthy, with a significant amount of in-kind or leveraged funding, noting that work is underway to increase funding for NbS. She concluded by emphasising the active involvement of CEM members, first in the Regional Conservation Forums (RCFs) and then in Congress preparations; she also noted that work with IUCN Members has been considerable.

The Chair of the Commission on Environmental, Economic and Social Policy (CEESP), Kristen Walker Painemilla, [see also the Chair's PowerPoint presentation available as [C98/4.1/2 PPT - Report of CEESP to Council](#)] began by reminding Council of CEESP's vision and mission, and pointing out the increased focus on Culture, Spirituality and Religion. A video on this topic has been launched and will be presented at Congress; this represents the cornerstone of how we should approach the discussions.

The Natural Resource Governance Framework (NRGF) has been consolidated and published, and three assessment tools have been developed. Governance assessments using NRGF were undertaken in East Africa, and efforts are underway to mainstream NRGF into IUCN projects. The CEESP Chair underlined an interesting project to understand the link between the well-being of local communities, governance and conservation effectiveness; does socially-oriented conservation lead to better outcomes for nature and/or people, and how?

The Chair of CEESP went on to highlight the important role of Commissions in developing guidelines, working with Members and the Secretariat. She noted the importance of contributing to the discussion on environment and peace, and mentioned the work of the task force on environmental change and migration, as well as the Commission's work in addressing the human-wildlife conflict. CEESP's engagement with indigenous peoples warrants mention also, another significant achievement being the adoption of the work plan for local communities and indigenous peoples.

CEESP has also been actively engaging with Members, as witnessed at the Latin American Parks Congress and the RCFs. Work will continue to escalate before Congress, culminating in a series of events, seminars and workshops on the topic of Environmental Defenders, Human Rights and Conservation. Lastly, Commission membership stands at 1088 and COF funding continues to be very important in being able to leverage other funds.

The Chair of the Commission on Education and Communication (CEC), Sean Southey, [see also the Chair's PowerPoint presentation available as [C98/4.1/3 PPT Report of CEC to Council](#)] began by expressing his delight that two videos had already been shown to Council, attesting to the power of communication! He reported that the CEC now has 1640 members, the highest membership number ever. Membership is increasing in many regions, most notably in North America and the Caribbean and South and South-East Asia.

The CEC continues to produce core IUCN knowledge products, but their strategy is to imbed the IUCN message in other organisations' products, thereby leveraging additional, different channels. The *Living #NatureForAll* film is now available in 30 languages, and the *Imagine #NatureForAll* film won its third award at the prestigious IndieFEST Film Awards. In a partnership with Parks Canada, the #NatureForAll website is now up and running in IUCN's three official languages; there are almost 400 partners advocating for #NatureForAll.

The CEC Chair emphasised the collaboration across the Union and especially among the Commissions. He informed Council about the CEC award ceremony which was a true One Programme effort with the jury being composed from the Secretariat, Members and the Commission. He highlighted the Latin America and Caribbean Congress on Protected Areas in Lima, where he witnessed both Union-wide collaboration and a very active youth contingent – the coming together of diverse peoples to work together and communicate.

An important part of the CEC mission is youth engagement, and the Chair of CEC was happy to report that there is now dedicated youth staff employed to bring the youth perspective to the Marseille Congress. In addition to one CEC-paid staff member and an assistant in Hungary, thanks go to the Canadian Wildlife Federation for funding three full-time staff positions. To be serious about youth engagement, it needs to run through all layers of the Union, through all activities, and be visible throughout the Congress. For the first time, there will be a Youth Pavilion at Congress, a designated space to bring together some 400 youth under the age of 35 and to feature youth-led sessions. The Chair of CEC reported that 170K CHF has been raised for the Youth Summit, but appealed to Council for help in: 1. Raising an additional 50–100K CHF to help with incidentals; 2. Submitting ideas for youth events to hold in the Pavilion; and 3. Sponsoring a diverse range of youth delegates.

4.2 Discussion on the performance of the Commissions

Councillors commended all three Chairs for their reports and expressed their appreciation for all the work being done to promote engagement with youth. It was pointed out that the Finance and Audit Committee had included a youth representative on the proposed membership for the 2020 Congress Finance and Audit Committee, and encouragement was given to other committees to do the same. Efforts to raise funds and bring youth delegates to the Marseille Congress, as well as the focus on youth in various Congress sessions, are laudable, although it was emphasized by one Councillor that the Jeju model of intergenerational exchange was more effective at fostering dialogue in Marseille.

One Councillor elaborated further on the CEESP work on spirituality and conservation by explaining the concept of 'hema' which was introduced some time ago in the West Asia region. Under this concept, lands are protected for the benefit of the whole community, and many range lands have been restored under 'hema'. Councillors also recognised all the work taking place on NbS, which has led to its widespread presence in the conservation arena. The close collaboration between the Commissions and the Secretariat, not only on the NbS standard but on many other initiatives, was particularly appreciated by Councillors and the ADG alike.

Monday 10 February 2020 from 13:30 to 18:30 – SECOND PLENARY SITTING

Agenda Item 5. Strategic discussion: Council proposals for the 2020 Congress

5.1 Draft IUCN Programme 2021–2024 [[Council Document C98/5.1 Draft IUCN Programme 2021-24](#)]

The Chair of the Programme and Policy Committee (PPC), Jan Olov Westerberg, gave an introduction to the draft IUCN Programme 2021–2024, informing Council that discussion would take place the following day, at which time their questions and comments would be collected and used in preparing a final draft. One of the most significant changes from the first draft

is that the Programme now spans 10 years rather than the usual four, providing the Union with an excellent opportunity to assess where it would like to be in 10 years. This time period also complements the post-2020 process and the 2030 Agenda and SDG timeline. The Programme now positions IUCN as a unique, powerful, bold, effective and impactful agent of change, and it is truly Union-wide and aspirational. Lastly, this version was produced in a participatory way, taking into consideration the comments emanating from all parts of the Union, and therefore it has a high level of ownership.

Cyrie Sendashonga, Global Director, Policy and Programme Group, then gave a more in-depth presentation of the draft IUCN Programme [*Her slides are available as [C98/5.1 PPT Draft IUCN Programme 2021-24](#)*]. She began by summarising the timeline leading up to the current draft, reminding Councillors of the many people who had made contributions. She presented a summary of the strengths and shortcomings of the first draft as identified by Members during the RCFs and online discussions, recalling that this synthesis had been presented at the 97th Council meeting. A dedicated “Programme Week” in late January 2020 resulted in a redrafted Programme that took into consideration these comments.

She identified a few of the major changes in the new Programme, whose title is aligned with that of the 2020 Congress. For the first time ever, the Programme has a 10-year outlook, allowing the Union to think long term and link to other global agendas with the same timeline. This is all the more important when we realise that many of the issues that IUCN works on, e.g. governance, take longer than four years to show results. Although this is a 10-year Programme, it centres on outputs that can be measured in four years, with the indicators for success being drawn from the SDG Tier 1 indicators. This framework will be refreshed every four years as needed, and has the flexibility to respond to new issues that might arise in the future.

She further clarified some of the specific concerns that had been raised: land and water have indeed been separated; having ‘people’ in the centre of the five priority areas points out that people are an integral part of, and critical to, the other four areas – there is no hierarchy conferred on any of the areas; ‘enablers’ are considered cross-cutting and allow us to interconnect or leverage other constituencies to increase our impact. She continued by mentioning the need to put into place a platform that will give Members the possibility, on a voluntary basis, to showcase their contributions. CEC Chair Sean Southey then presented the 5R concept which is a Call to Action and a means to allow the Programme to appeal not only to the brain, but to the heart. [*see slide presentation [C98/5.1 PPT](#)*]

PPC Chair, Jan Olov Westerbergh, then informed Council that the revised draft Programme was generally very well received by the PPC, and he presented a list of several concerns and issues that they thought might nevertheless need to be revisited [*see slide presentation [C98/5.1 PPT](#)*].

5.2 Draft Financial Plan 2021–2024 [*Council Document C98/5.2 rev Draft IUCN Financial Plan 2021-24*]

Mike Davis, Chief Financial Officer (CFO), was invited to give an overview of the Financial Plan [*his slides are available as [C98/5.2 PPT IUCN Financial Plan 2021-24](#)*], which had been elaborated by both the Finance and Audit Committee (FAC) and the task force on financial planning post-2020. He explained that the document circulated to Council was very detailed and analytical, due to the need for a more detailed strategy that could be implemented by the Secretariat and Council, and that a simpler version would be presented at Congress.

First and foremost, the objective of the Financial Plan is to financially support the implementation of the new Programme. In addition, it needs to support IUCN’s statutory objectives, provide funding for enhancing operational capacity and ensure financial sustainability. The CFO highlighted several noteworthy points, among them the fact that reserves will slowly be built up by 3m CHF over the next four years, after decreasing over the last two years in order to finance the RCFs and the Congress. Also, the forecast for restricted funding, being driven by an increased portfolio, is quite ambitious, although this has been based on projects already in the pipeline. In this regard, a cautious approach has been taken when forecasting the GEF/GCF portfolio, estimating that at least one major project will be forthcoming annually.

He continued by raising Council’s awareness of some of the challenges to maintaining the Union’s financial sustainability. The biggest is the need to increase the level of unrestricted funds that come from projects, i.e. projects need to cover their fair share of infrastructure and support costs. Also necessary to reach the Union’s objectives is investment, e.g. investment in a new Members’ platform to demonstrate contributions to the Programme; investment in information systems; and investment to explore new revenue streams.

At the invitation of the FAC Chair, the IUCN Treasurer Nihal Welikala provided some complementary remarks based on discussions in the FAC:

- The Programme and the Financial Plan are complementary – one without the other is not possible – and IUCN should begin moving towards actually costing out the Programme.
- This Plan is for the medium term, and the IUCN Regulations stipulate that there is a balanced revenue and expenditure budget over the four-year period. However, the medium term should be more than four years, and the Financial Plan should in fact match the 10-year Programme objectives.
- There are ‘strategic’ deficits, possibly arising from investing for the future, and ‘bad’ deficits, arising from the lack of productive expenditure within the Union. It is necessary when planning for the future to identify which ones are which.
- There is now widespread recognition of the climate and biodiversity emergencies. An estimated US\$ 100bn of public and State funding will be allocated to the environment in 2020. As this funding will generally be derived from taxation, it will be contingent on the political willingness to do so, and IUCN leadership will need to justify the value of investing in the mitigation of the effects of climate change. In addition, IUCN will need to respond to increasing scrutiny and accountability by donors of the impacts achieved with the funding it receives.

- The private sector is providing huge amounts of funding: the value of listed green bonds alone amounted to US\$ 200bn in 2019, with the projection for 2020 being US\$ 400bn, exclusive of all other instruments. IUCN's revenue from the private sector is currently only about 4m CHF. The Union should think about whether to stay away from the private sector or to find a niche to increase forthcoming revenue. When and where should this be done?
- The Financial Plan and business model were based on a number of assumptions, some of them with larger risks than others. A reasonable assumption is that there will be a continuation of framework revenue at the present level. Likewise, it is assumed that membership fees will increase, with the generalised growing interest in conservation.
- On the contrary, the very ambitious expansion of projects is largely dependent on GCF funding, which has committed funding for the next several years, but is less secure for subsequent years. This reliance on GCF, and the handful of OECD organisations that fund it, could be considered a risk to IUCN. The low 7% margin that needs to cover upfront development costs and the long implementation cycle associated with GCF projects presents additional risks.
- The size of single projects has increased, and a cushion of reserves is necessary to absorb any risks that may arise. The increased reliance on partners will also change IUCN's risk profile.
- The breakeven model used over the last few years presents potential problems: currency fluctuations or management emergencies could lead to unforeseen expenses; there may be identified operational or organisational gaps to fill, but no funding to fill them; and with a breakeven budget, there is no surplus to invest for growth.
- Further analysis is required to ascertain what the appropriate level of reserves is. In 2016, 25m CHF was designated as the level to strive for, and the FAC considers this to be a reasonable amount. The question is when will the Union be able to attain this. Known risks must be covered in the operational budget, but reserves need to be able to cover the 'known unknowns'.
- Revenue enhancement and diversification was discussed, and consensus in the FAC was that more work should be done during the next budget cycle to understand if the support and distribution model is fit for purpose for the next four or even ten years.

To conclude, the Treasurer stated that IUCN should take a two-step approach. While this Financial Plan signals the intent to invest for the future, diversify revenues and reform costs, IUCN should begin assigning specifics against these during the next budget cycle.

The following comments were made by Councillors in the ensuing discussion:

- The Programme Expenditure table showing the cost of the Programme and the projected shortfall is good, but a similar table is needed for corporate and institutional functions. It has become increasingly clear in the recent past, and specifically in the governance review, that the services within the Union are being stretched and the well-being of the organisation is at risk. The pressure on corporate services is preventing the Union from meeting some of its commitments of governance reform and this can result in a credibility risk with States, donors and Members. Governance should be listed as a financial risk, and the Financial Plan should include an indication of how the Union will be dealing with this issue. The ADG concurred, adding that although the investment areas highlighted in the external review of governance need to be addressed, specifics have not yet been given for any area and more work is required. The stress on corporate capacity is obvious, but she reminded Councillors that governance reforms also need investment.
- The CFO agreed that corporate functions are stressed, and explained that one of the objectives for increasing cost recovery is to alleviate some of this stress. A new budgeting framework for projects will ensure that there is adequate cost recovery for all project-related functions, including HR, monitoring and evaluation, etc. With less dependency on core income, there should be more core income available for risk management.
- One Councillor reminded fellow Council members that the move from operating expenditure to total expenditure as a way of assigning membership dues categories has not yet been made. This is a decision to be taken at Congress.
- One Councillor raised concerns about the new platform for Members. While a good idea, he cautioned the Union not to underestimate the amount of financial resources and staff time that will be required both to develop the platform and to communicate with Members regarding its implementation. The ADG reminded Councillors that this platform had already been promised to Members, as it is the only way to be able to track their contributions. The reason it hasn't yet been delivered is the lack of budget, so we need to look further into what the actual cost would be.
- A question was raised as to the status of the project preparation facility (PPF) for the coastal and marine ecosystem programme, a GCF project in the Melanesia region worth some 0.5m CHF. The CFO responded that the list of GCF projects included was not a detailed list, but only indicative. The assumption when planning was that one major project would be undertaken each year, although there could be more.
- A query regarding the 2m CHF difference in expenditure between 2020 and 2021 was clarified by the CFO. For 2021, all expenditure of an investment nature was separated from general expenditure.
- One Councillor expressed his concern that IUCN might not have the capacity to explore new revenue streams, and he suggested that seeking external expertise might be worthwhile. The ADG concurred with this view, and confirmed that these costs will be taken into consideration for investment. Also, the discussion on new revenue streams coming from the private sector should take place in the whole Council, not just the Private Sector Task Force, as this concerns the future direction of IUCN.
- A recommendation was made that an in-depth analysis be undertaken on the real cost of running the organisation. The ADG responded that this analysis has been done in recent years, but that it should perhaps become a permanent exercise.

- As the GCF will not generate a great deal of unrestricted funds, we need to turn to the private sector. However, Council was reminded that IUCN's work with the private sector usually entails helping them to become socially responsible and improve their operations. This traditionally doesn't generate much cash either; we should consequently try to strengthen our links with foundations.
- Having an investment line in the budget was hailed as a major change and a big improvement which would afford better risk management for the Union. Some of this investment funding should go into strengthening our systems for oversight, safeguards and transparency.

5.3 Draft mandates of the IUCN Commissions 2020 [[Council Documents C98/5.3/1 to 5.3/6](#)]

Vice-President Malik Amin Aslam Khan invited each of the Commission Chairs to make comments on their respective Commission mandates. All explained that they went through a consultation process within their Steering Committees, and sometimes with Commission members. The draft mandates were updated to include current environmental issues, such as climate change and environmental defenders, and to reflect the comments emanating from the consultation process. In addition, all Commissions attempted to keep pace with the draft Programme in the spirit of the One Programme approach.

Contrary to the other draft mandates which were presented to Council in their final revised form, the CEC Chair requested the following change be made in the CEC mandate in order to align more closely with the draft Programme: *#NatureForAll* to be replaced by 'Reconnect 2030', as the strategic higher level commitment to the Programme mission. *#NatureForAll* would then become one of the tools to connect. Council approved the CEC mandate with the proposed change.

COUNCIL DECISION C98/4

The IUCN Council,

Approves the draft mandate of the following Commissions, to be submitted to the IUCN World Conservation Congress 2020:

1. Commission on Ecosystem Management ([Annex 4](#))
2. Commission on Environmental, Economic and Social Policy ([Annex 5](#))
3. World Commission on Protected Areas ([Annex 6](#))
4. Species Survival Commission ([Annex 7](#))
5. World Commission on Environmental Law ([Annex 8](#))
6. Commission on Education and Communication ([Annex 9](#))

A discussion ensued around the accountability of the Commissions, and it was suggested that they each develop a four-year operational plan similar to the four-year operational plan developed by the Secretariat to implement the work of the Programme. It was revealed by Commission Chairs that most, if not all, Commissions are already working in the One Programme spirit, with the Secretariat and Members, and that they also have mechanisms in place to align their objectives with those of the Programme. Mention was made of the fact that although the intention is to work together as one Union, funding and fundraising can sometimes cause delivery to be a challenge. A final remark was that the 10-year horizon for the Programme will provide both the Commissions and Members an opportunity to develop long-term visions as well.

Agenda Item 7. Preparations for the 2020 Congress

7.1 Council's report to the 2020 Congress

Vice-President Malik Amin Aslam Khan opened a discussion on what the process should be to draft the Council's report to the 2020 Congress. During the Bureau meeting, it was suggested to establish a small drafting committee composed of the President, one Vice-President to be designated by the President and a volunteer. During the discussion, Jan Olov Westerberg volunteered to be part of the drafting committee. The CEC Chair queried the possibility of complementing a written text with some sort of video or other tool that might be more powerful than traditional text. Councillors supported the idea, and left it to the drafting committee to consider. As this document is also designed to provide guidance to the next Council and ensure continuity, the Standing Committees were invited to send the drafting committee any issues they would like to transmit to the next Council so they can be included in the report. The draft document will be prepared by the end of March and Bureau will consider it by the end of the first week of April.

The IUCN President then thanked the Vice-Presidents for their help in chairing the meeting, emphasising once again that the day's sessions had been productive and efficient, with the three pillars of IUCN working together.

7.2 Interim report of the Election Officer on the accomplishment of her functions

Election Officer, Professor Denise Antolini, began by thanking Council for their trust, and then thanking the Elections team. She presented her report with slides [*for the slides, see [C98/7.2 PPT - The IUCN Elections Process](#)*].

Clarification was requested on the recommendation to automate the nomination process for Commissions; this does not concern internal nominations, but only the nominations for Chairs. The Election Officer further explained that the recommendation to provide training for the Regional Councillor nomination process was an attempt to ensure that everything is clear for nominating parties and that the correct information was uploaded to the Congress portal. Candidates for President, Treasurer and Commission Chairs would be uploaded to the portal following the decision by Council.

The President asked for warm applause for the Election Officer and her team, before beginning an *in camera* session to include a presentation of the DG Search Committee and a discussion of the nominations for the President, Treasurer and the Chairs of Commissions.

Agenda Item 5.4 Nomination of candidates for President, Treasurer and Commission Chairs

Agenda Item 6. Update from the Bureau and the DG Search Committee on the recruitment of a new IUCN Director General

This session was held *in camera* in accordance with Article 58 of the Statutes.

Tuesday 11 February 2020 from 9:00 to 13:00 – THIRD PLENARY SITTING

Agenda Item 5. Strategic discussion (Continued)

5.4 Nomination of candidates for President, Treasurer and Commission Chairs (Continued)

Vice-President Ali Kaka presented – for the record - the names of the nominees retained during the previous evening's *in camera* session. These candidates will be going forward for election at Congress, and can now begin their campaigns, bearing in mind the Council's directives set out for ethical campaigning. Candidates whose names were not retained will be notified by the Election Officer and encouraged to continue to work with IUCN.

COUNCIL DECISION C98/5

The IUCN Council,

Nominates the following individuals as candidates for election as President; Treasurer and Commission Chairs:

- Razan AL MUBARAK and Malik Amin Aslam KHAN for election as President of IUCN;
- Nihal Senanayake WELIKALA for election as Treasurer of IUCN;
- For election as Commission Chairs:
 - CEC: Sean SOUTHEY
 - CEESP: Kristen WALKER PAINEMILLA
 - CEM: Angela ANDRADE
 - SSC: Jon Paul RODRIGUEZ
 - WCEL: Christina VOIGT
 - WCPA: Olivier CHASSOT and Madhu RAO

Recommendations from the Nominations Committee were then presented for improving the nominations process to make it more efficient and effective. These will be transmitted to the next Council for the implementation.

COUNCIL DECISION C98/6

The IUCN Council,

On the recommendation of its Nominations Committee,

Recommends that, during the next inter-sessional period, Council gives consideration to:

1. Improve the Nominations Committee approval process by appointing members of the committee early enough so as to give sufficient time for them to carry out a proper exercise.
2. Improve the Terms of References for the Election Officer and the Nominations Committee by providing clear guidelines on how to deal with any complaints by candidates or Members regarding the Elections process.
3. Personal face-to-face interviews of Presidential Candidates, if more than one, should be made mandatory to substantiate the recommendations made by the Nominations Committee.
4. Rules of Procedure need to clearly state that a proposed individual becomes a candidate once nominated by Council and formal notice communicated. Until then, any campaign activities may lead to disqualification.
5. Amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions Ad Hoc committee's selection process.

5.1 Draft IUCN Programme 2021–2024 (Continued)

Vice-President Ali Kaka opened the floor for discussion and the PPC Chair Jan Olov Westerberg explained that the Secretariat would make note of all comments and a summary and draft decision for Council would be forthcoming. Council members made the following comments:

- Councillors congratulated the PPC and leadership who had drafted the Programme, and commented on the close synergy between all parts of the Union as this Programme was developed. Many expressed their opinion that this version responds very well to the comments received during the consultation process. They felt that the Programme is now more inspirational, and that the 10-year timeline better aligns with Agenda 2030, the Paris Agreement, etc.
- Several Councillors raised some concern about the ambitions under the Programme Areas being too general. Not only are they not linked to specific SDGs, but they are so broad as to be unattainable. Some Councillors felt they should be changed to something more realisable, while others felt that IUCN needs to concentrate only on those areas where it has competency.

- A number of Councillors mentioned that climate change does not figure prominently enough in the sections on Land and Water, given the huge effect it has on human security and the part it plays in land and water degradation.
- Councillors were encouraged to see the increased emphasis on youth, although one Councillor felt that the paragraph on youth in this version was somewhat less enthusiastic than the previous paragraph. He reminded Council of Jeju Resolution 008 that called for the Union to make its youth work a day-to-day reality, and he proposed some new wording for the paragraph in question. The Councillor continued by pointing out his concern that youth had been marginalised in comparison to other disadvantaged groups such as indigenous peoples and women, and was pleased that the ADG had designated Tim Badman as responsible for youth. He concluded by cautioning everyone against bringing youth to Congress and then going back to business as usual.
- Another Councillor pointed out that while IUCN should most certainly continue to escalate its work with youth that funding will be necessary to enable this. Establishing a group to analyse what this would cost was suggested.
- Several Councillors supported the idea of instituting a youth award that would recognise young people who contribute significantly to the conservation movement. With youth becoming more and more vocal on environmental issues, an award would serve to validate their actions and further motivate them.
- One Councillor stressed the importance of establishing the new platform to record Member commitments in order to further mobilise States.
- It is important to harmonise IUCN's Programme with what's happening outside the Union. IUCN is in a unique position with its Commission experts and NGOs to be able to contribute to the biodiversity frameworks that are currently being discussed. Contrary to organisations like the CBD which are not implementing agencies, IUCN is in a position to propose implementation projects that can offer it the opportunity to become an important actor in the sustainable development and environmental arena.
- While supporting the inclusion of planetary crises into the new Programme, one Councillor expressed concern that some of the wording regarding people and the environment might lead to an incorrect cause and effect relationship. It is imperative that the Programme acknowledge other factors, in addition to people, that are responsible for the degradation of the environment, and clearly explain the links.
- Concern was voiced about labelling both people, including youth, and technology as enablers. People should be considered custodians or leaders, and technology a connector rather than an enabler.
- There was a desire to see the Programme put more emphasis on new and stronger partnerships, as saving the environment will require collaboration with offices of human rights and refugees, health authorities, and women, especially for family planning.
- Finance for conservation was brought up as well, and it was suggested that a task force be set up to look into novel ways to increase revenue, e.g. green bonds.
- One Councillor mentioned recent IUCN, IPBES and CBD papers that make reference to 'transformative change' – having an impact on production and consumption. Human activity is causing environmental degradation, and this means it will be necessary to tax products that are harmful to nature. Is society really ready for this? This is a political discussion that will take place in the next 10 years, and IUCN should not be afraid to discuss this with Members.
- Mention was made of the necessity to acquire funding for the Programme and its special features, e.g. the emphasis on youth, and a suggestion was made to form a group that would look at the Programme through a financial lens.

The Chair of PPC thanked Councillors for bringing up points that had not necessarily been seen by the PPC when developing the draft. The comments raised will be integrated in the next few days, taking into consideration time constraints. More specifically, in response to the remark that the ambitions are perhaps too broad, he ventured the opinion that it is good to also include things that we strive for. Regarding the question of the term 'enablers', they will look into a better term to describe the intent. The PPC Chair then stressed that this is a draft Programme, and it will be for Members to decide at Congress.

Cyrie Sendashonga, Global Director, Policy and Programme Group, expressed her confidence that many of the comments from Councillors could be easily integrated. She clarified that the 'ambitions' included are not for IUCN but for the world; in essence, this is a vision. The subsequent sections explain what IUCN will contribute to these ambitions. By setting high ambitions, we show that there is work still to be done. Turning to the term 'enabler', she explained that the intention was merely to show that people are critical to accomplishing all facets of this work. She continued by saying that the implementation of the Programme will be spelled out in the complementary Operational Plan, which will set out shorter-term objectives that will feed into the overall 10-year goals; she made reference to Annex 2 as an illustration. She concluded by thanking Council for their valuable comments, which enabled the Programme team to produce a clear, concise Programme.

COUNCIL DECISION C98/2

The IUCN Council,

On the recommendation of the Programme and Policy Committee, and having taken into consideration the feedback and guidance from Council,

Endorses the Draft IUCN Programme 2021–2024 with the amendments requested by Council - which will be incorporated by the Secretariat in close coordination with the Chair of the Programme and Policy Committee, for the purpose of submitting the Draft IUCN Programme 2021–2024 to the IUCN World Conservation Congress 2020 for adoption. ([Annex 2](#))

5.2 Draft Financial Plan 2021–2024 (Continued)

Vice-President Ali Kaka opened the floor for additional observations:

- The IUCN Treasurer noted his support of the revised Programme, yet expressed his concern that the Financial Plan does not keep pace with the Programme's ambitions. While thought has been given to this by the FAC, the CFO and the ADG, more work needs to be done. Despite the fact that there will be new leadership in place after Congress, he emphasised the need to continue work on an operational plan, so that the Union will be ready at the start of the new Programme in 2021.
- The Financial Plan is very good, but IUCN is in a growth sector and the world needs our work and that of our Members. Therefore the Union should be even more ambitious, working with ministries of finance, developing countries, and the financial sector to create new mechanisms to finance our work.
- 'Investment' was again highlighted and the importance of investing for future income in order to do more and better conservation work.

The Vice-President agreed with other Councillors that the new creative thinking on investment that had been included in the Financial Plan is a positive step forward, and he commended all those involved. He was encouraged by the collaboration between the three pillars of IUCN that he had witnessed during this process and encouraged all to continue in this vein.

COUNCIL DECISION C98/3

The IUCN Council,

On the recommendation of its Finance and Audit Committee,

Adopts the Draft Financial Plan 2021–2024 to be submitted to the IUCN World Conservation Congress 2020. ([Annex 3](#))

Agenda Item 7. Preparations for the 2020 Congress (continued)

7.3 Council motions to amend the Statutes, Rules of Procedure and Regulations [*See Council document [C98/8.3 Report of the Governance and Constituency Committee to Council](#)*]

Vice-President Ali Kaka recognised the work of the GCC and its Chair, and invited Jennifer Mohamed-Katerere, Chair of GCC, to present the work of the GCC. The Chair of GCC reminded Council that the GCC had identified some key areas where IUCN's governance needed reforms, and she informed them that five of the seven identified topics had been discussed by Members at the RCFs. In October 2019 working groups had been established to deal with the concerns raised.

Including subnational governments in IUCN's membership

At the RCFs, there had been confusion regarding the proposed voting structure and the definition of "subnational"; in addition, there had been requests for clarification of the goal of the proposal. The GCC Chair assured Council that the proposed weighting, within the governmental house, of 60% to States, 20% to government agencies and 20% to subnational governments would maintain the existing balance of power between the governmental and non-governmental houses. The initial definition of "subnational" was revised to make it sufficiently inclusive and understandable by Members coming from all regions. In addition, the proposed membership dues for subnational governments would be the same as for government agencies.

In the ensuing discussion, the concerns heard at the RCFs from both States and NGOs that their voting power would be diluted were reiterated. Yet, the point was also raised that in many countries, subnational organisations contribute significantly to conservation work on the ground, and it is important that their voice not be lost. Enrique Lahmann, Global Director, Union Development Group, presented Council with several detailed illustrations of possible voting scenarios that would result from the admission of subnational governments. He explained that decisions are made by the majority of both houses, Category A and Categories B and C combined, and therefore NGOs would conserve their voting power. Likewise, the proposed 3:1:1 ratio will guarantee that no matter how many subnational governments become Members of IUCN, they could not outvote States. In response to a comment that States would lose voting power at the national level, he referred to a proposal submitted by Council to Congress in 2012 to increase the votes of Member States but it was rejected. He added that it was inevitable that, the more Members there were in a subcategory, the less power each individual member of the subcategory would have. But, he reiterated that Council was mandated to propose a solution, and that it would be up to Members to decide on this at Congress.

With the complexity of this issue and the differing viewpoints, Councillors were adamant about the necessity of clearly communicating this. Members need to understand what is being proposed, and therefore a clear, concise explanation should be prepared in anticipation of questions at Congress.

The President thanked all those involved in working on this complex issue, and expressed his desire to achieve consensus within Council so that this issue could finally move forward. He emphasised that one of IUCN's unique strengths is its ability to bring all stakeholders to the table, both States and non-governmental agencies, and subnational governments are one of the important stakeholders given that they do much of the work on the ground. While he understands the concerns of States and NGOs regarding a potential shift in voting power, he highlighted the necessity for all stakeholders to work together to make an impact for biodiversity. He concluded by saying that some work needs to go into explaining to Members that voting

power will not be diluted, and ensuring that all parties understand that the intent of the motion is to allow all stakeholders to collectively work for the benefit of nature.

Election of Regional Councillors from dependent territories

The GCC Chair informed Council that this proposal stems from a specific situation occurring in 2016 in which a candidate from a dependent State of the USA was considered as one of two candidates from the USA to run for Regional Councillor instead of being a candidate for "Caribbean Councillor" nominated as such by the Members from the Caribbean. In order to prevent this in the future, this amendment to Article 40 will allow candidates resident in dependent territories to be elected as Regional Councillors in the region, or sub-region, where the dependent territory is geographically located. This is in addition to the possibility such candidates already have under the current Statutes of IUCN to be elected as Regional Councillor for the region to which their State belongs. This proposed change will not alter the total number of Councillors from each region.

The following discussion revealed some confusion around what was meant in Regulation 39 by the reference to "part of a Region covered by a recognised Regional Committee", as not all regions have Regional Committees. Enrique Lahmann, Global Director, Union Development Group, explained that there are regions with Regional Committees that cover the whole region and there are regions, e.g. North America and the Caribbean, where there is a Regional Committee for only part of a region. Council Secretary Luc De Wever further elucidated the matter: this clause was specifically inserted to solve the issue raised in 2016 with regard to the candidate for "Caribbean Councillor" who, because of Article 40 of the Statutes, would not be elected for the Caribbean if he lost from the other candidate from the USA. To allow a second candidate from the same State in the same statutory region to be elected as Regional Councillor nominated by Members from part of the region, it was necessary to find a qualifier in terms of what would officially constitute a sub-region. The proposed qualifier was the existence of a Regional Committee recognised by Council, such as the Caribbean Regional Committee. He added that, as far as he knew, the example of the Caribbean was unique in IUCN.

Council approved the draft motion with some revisions: remove the word "additional" in Article 40 (a) and say "preclude...from being elected" instead of "exclude that...be elected".

Establishment of an elected Indigenous Councillor position

There was widespread support from Members for this Council position which aims to ensure the full and effective participation of indigenous peoples at all levels of the Union, as well as help to effectively apply the wealth of traditional and indigenous knowledge and systems for the use, management and conservation of natural resources. In response to questions, the GCC Chair explained that candidates could be nominated by any Member organisation, they could come from any organisation and not merely Indigenous Peoples' Organisations, that there would be no separate nominating process for this position, and that this Councillor, like all other Councillors, would not represent her/his own organisation. Although cognisant that this could lead to other interest groups requesting specific Councillors, the general thought was that as custodians of a significant part of nature, indigenous people hold a special position and play an essential role in the conservation world.

Appointed Councillor Ramiro Batzin Chojoj voiced his opinion that this is an opportunity to recognise the work done by indigenous peoples and advance their mandate within IUCN. The ensuing discussion revolved around two issues. The first was how to ensure that candidates would truly represent the interests of indigenous peoples; the solution proposed was to draft terms of reference which could be done by the next Council. The second was around the election process, i.e. who could nominate candidates and whether one of the proposals made during the drafting process should be re-instated, namely that at least 2 of the 5 Members nominating candidates should be Indigenous Peoples' Organisation Members. The Council first agreed in a majority vote to the addition in Article 38*bis* of the IUCN Regulations the requirement that at least 2 of the 5 Members nominating candidates should be Indigenous Peoples' Organisation Members, before approving the draft decision as revised, with two abstentions.

Improvements to the motions process

Council was reminded that a package of changes to the motions process had been proposed by the GCC in October 2018; those relating to the Rules of Procedure were adopted by Members in an electronic vote in March 2019; changes proposed to the Regulations were approved by Council at its 96th meeting in March 2019. The remaining three changes concern Articles 3, 31 and 32 of the Statutes. Only the changes related to Articles 31 and 32 elicited concerns from IUCN Members.

Raising the votes required for approval of motions from the current simple majority in both houses, to a two-thirds majority in both houses, elicited Member concerns that this change might limit the innovative changes that IUCN could make, as well as prevent motions of minority groups, e.g. motions concerning specific regions, from passing. The GCC considered that the proposed amendment to Article 31*bis* would build consensus and support the policy changes that are brought about through the motions. Moreover, a simulation exercise, applying a two-thirds majority rule to the voting results on motions at the 2012 and 2016 Congresses, revealed that its impact would in fact be limited.

The proposed amendment to Article 32 would prevent a motion from passing if the number of abstentions was more than one-third of the votes in either house. Members expressed concern that this might prevent motions from passing, when this was often not the intent; Members sometimes abstain if they do not know enough about the subject to make an informed vote. In an effort to avoid this and also build consensus, the GCC proposed a second round of voting with the same conditions.

COUNCIL DECISION C98/7

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Approves the following Council Motions to amend the IUCN Statutes, Rules of Procedure of the World Conservation Congress and IUCN Regulations for the purpose of submitting them to the IUCN World Conservation Congress 2020 for approval:

1. Including subnational governments in IUCN's membership; ([Annex 10](#))
2. Election of Regional Councillors resident in dependent territories, as revised; ([Annex 11](#))
3. Establishment of an elected Indigenous Councillor position, as revised; ([Annex 12](#))
4. Improve the motions process. ([Annex 13](#))

Tuesday 11 February 2018 from 14:00 to 17:30 – FOURTH PLENARY SITTING

Agenda Item 7. Preparations for the 2020 Congress (continued)

7.3 Council motions to amend the Statutes, Rules of Procedure and Regulations (continued)

Modification of the term “Regional Councillor”

The proposal to change Article 38 of the Statutes, approved by Council at its October 2019 meeting, seeks to correct the misperception that the role of Regional Councillors entails only regional responsibility and not global. The Statutes explicitly state that Regional Councillors serve IUCN in their personal capacities and not as representatives of their respective States or organisations, thereby emphasising the global role they play. Various suggestions to replace the term “Regional Councillor”, which is repeated many times in the Statutes, Rules of Procedure and Regulations, were discussed and the preferred suggestion was to replace it with “Councillors elected from the regions”. Council was reminded that changes to the Council Handbook would also need to be made to better reflect the dual role of Council members in terms of always having in mind the interest of the global Union while taking into account the concerns from the membership in the regions.

Councillors were also concerned that the current wording of Article 38 gave the impression that the positions of President, Treasurer and Commission Chairs were not considered Councillors. Legal Advisor Sandrine Friedli Cela explained that these positions had been mentioned specifically in the Statutes because they are based on precise roles with accompanying terms of reference. She further clarified that the collective term for all positions, including President, Treasurer and Commission Chairs, is “members of Council”, which is synonymous with “Councillors”.

During the discussion, a proposal was tabled and seconded by other Council members to replace “Regional Councillors” with “Councillors elected from the regions”. The Legal Adviser observed that the proposed new wording may create the impression that Regional Councillors are elected by the regions, which is not the case.

The revised wording, which would clarify both the role of “Regional Councillors” and the fact that all members of Council are “Councillors”, was approved with four opposing votes. Council then approved the draft decision as amended, also with four opposing votes. Luc De Wever, Council Secretary, confirmed that no further decision from Council would be necessary; the Legal Advisor could make the consequential changes to the other articles in order to submit the motion to Congress.

COUNCIL DECISION C98/8

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Approves the Council Motion to amend the IUCN Statutes, Rules of Procedure of the World Conservation Congress and IUCN Regulations, as revised, in order to modify the term “Regional Councillor” for the purpose of submitting it to the IUCN World Conservation Congress 2020 for approval; ([Annex 14](#))

Decides to recommend the next Council 2020-24 to update the Council Handbook in order to reflect the role of Council members as defined in the Terms of Reference of Council members approved by the IUCN Council in July 2019 for the purpose of the call for nominations for the eligible positions in the IUCN Council.

Role of Commissions in National and Regional Committees

The proposed amendment to Article 72 of the Statutes addresses the participation of Commissions in National Committees, the intention being to facilitate increased cooperation between Commissions and Members in the delivery of the One Programme approach. Commission Chairs and National and Regional Committees had been invited to participate in the working group set up to draft the amendment.

Much of the discussion revolved around the choice of the words ‘may’ and ‘shall’, when referring to the appointment of a Commission representative to participate in the meetings of National and Regional Committees. Some Councillors felt that Commissions should not be obliged to name a representative if Committees ‘may’, i.e. are not obliged to, invite Commissions to their meetings. The GCC favours the choice of ‘shall’ as a way of fostering implementation of the One Programme. Moreover, the issue of an additional financial burden being placed on Commissions to cover attendance at these meetings was brought up, although the GCC Chair explained that the financial impact would be minimal given that the idea was to have Commissions name a representative from among the Commission members residing in the country.

To give effect to this amendment, the GCC also proposed amendments to the Operational Guide of National and Regional Committees, specifically to deal with the relationship between Commissions and Committees. The Legal Advisor Sandrine Friedli Cela pointed out that approval of the Guide by Members at Congress would not be required, and thus the third point was removed from the draft decision. Council approved the revised decision, following a vote to change 'shall' to 'may'.

COUNCIL DECISION C98/9

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. Approves the Council Motion to amend Article 72 of the IUCN Statutes regarding the role of Commissions in National and Regional Committees, as revised, for the purpose of submitting it to the IUCN World Conservation Congress 2020 for approval; ([Annex 15](#))
2. Approves the proposed amendments to the [Operational Guide for National and Regional Committees](#) aiming to clarify the participation of Commissions in National and Regional Committees. ([Annex 16](#))

Clarification of membership admission and rights

The proposed amendment to Article 14 of the Statutes changes the re-admission requirements for States, in response to some concerns about the amount of dues that needed to be paid before being able to re-join IUCN. The intent was to facilitate the re-admission process, allowing States to re-join on the same terms as their original admission. Legal Advisor Sandrine Friedli Cela explained that the proposal was to separate Article 14 into two parts, the first relating to States and the second to all other categories of Members. She clarified that the new re-admission requirements would apply only to State Members; there would be no change to the re-admission process for other categories of Members. The draft decision proposed by GCC needed therefore to be modified. Council approved the corrected decision.

COUNCIL DECISION C98/10

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Approves a Council Motion for submission to the 2020 Congress

- to amend the IUCN Statutes and Regulations in order to clarify the rules regarding the readmission process for former State Members, ([Annex 17](#)) and
- to request the IUCN Council 2020-2024 to study the additional considerations proposed by the IUCN Council 2016-2020.¹

7.4 Update on the motions process [[Council document C98/7.4 Procedure and code of conduct for contact groups](#)]

Vice-President Ana Elizabeth Tiraá chaired the following session and invited the Chair of the Motions Working Group (MWG), Jon Paul Rodriguez, to give a brief presentation on the motions process and provide some statistics. The number of motions submitted was 221, up from 135 at the Hawai'i Congress. [[His slides are available as C98/7.4 PPT Update on the motions process](#)] Forty motions were related to the post-2020 biodiversity framework; other topics of interest to Members were wildlife crime, synthetic biology, climate change, medicine, plastics and geoheritage. Of those submitted, 103 were accepted, 38 were merged into 17, and 77 motions were rejected, while three were passed to the Programme team for consideration; the resulting 120 motions were published. Following the appeals process, during which 43 appeals were received, an additional eight were accepted, bringing the total to 128.

Motions then went online for Member discussion which would take place in two phases. Some 1410 comments were received in the first reading, with US, Spanish and French Members being the most active. The second reading is currently taking place until 25 February 2020, after which the MWG will consider comments at their meeting 30–31 March 2020. At this point, the MWG will decide which motions will go to an e-vote prior to Congress and which ones to Congress, the goal being to bring as few motions as possible to Congress. Those with little discussion will go for an e-vote; those for which more discussion is needed in contact groups in order to reach a consensus will be taken to Congress. Council was reminded that urgent motions dealing with unforeseen matters could be submitted directly at the Congress.

After Congress the MWG intends to draft a document to guide Members through the motions process, as there seems to be a rather widespread view that this process is the only one through which Members can influence the work of the Union. The MWG would like to give Members more awareness of the other mechanisms available and encourage their use during the intersessional period. The most important message filtering back to the MWG was that Members generally appreciate the motions process, and felt that it was an important part of the Union.

The Chair of the MWG then presented Councillors the Code of Conduct for contact groups. Based on previous Congresses at which there was sometimes less than ideal behaviour during the discussions, the MWG proposed excluding non-Members from the contact groups at the request of the facilitator, or allowing observers to remain if there were no objections from Members present in the contact group. The MWG preferred the second option which Council approved.

¹ Presented in Council document C98/GCC25/1.1.2.3

COUNCIL DECISION C98/12

The IUCN Council,

On the recommendation of the Motions Working Group,

Approves the *Code of conduct and procedure for contact groups* for the purpose of submitting it to the IUCN World Conservation Congress 2020 for approval. ([Annex 19](#))

7.5 Recommendations of the Congress Preparatory Committee (CPC) including the Draft Agenda of the 2020 Congress [[Council document C98/7.5 Report of the Congress Preparatory Committee to Council](#)]

Jennifer Mohamed-Katerere, Chair of the CPC highlighted the changes made to the draft agenda, and outlined the opportunities that candidates for election would have to present themselves to Members. In addition, she appealed to Councillors to continue identifying individuals to be part of the Congress committees, noting in particular that the Credentials Committee is still in need of members.

She then presented the options considered for the three strategic discussions: Creating subsidies for nature; Building a culture of conservation; Health and biodiversity in a changing climate. Leadership and innovation, which was proposed as a fourth topic, is cross-cutting and should be incorporated in the other three. These options are thought to respond to the desire of Members, Council and the Secretariat to choose topics that could strengthen the Union and advance its work. The CPC Chair further explained that these topics were designed to be outcome oriented as opposed to aspirational statements. Outcomes were defined for each topic, as well as some initial thoughts on methodologies for conducting the sessions.

In the following discussion, Councillors questioned whether or not these topics link to the Programme. While they are not taken directly from the Programme, they are areas that deserve more reflection and they could provide space for programmatic development in the future. They would also present an opportunity to see what Members are doing in these areas which could in turn spur the discussions. In addition, they will be used to feed into the outcomes of the Congress. One Councillor expressed the view that the topics should be more aligned to current high-level, political discussions, e.g. the five drivers being discussed at the CBD and IPBES, and should also lead to transformative change.

In this vein, the first topic regarding subsidies was discussed at length, and there was concern that the current title would lead to too much discussion around perverse subsidies. The general consensus was that this topic should include the possibility to discuss both positive and negative subsidies, and also reflect action that would lead to transformative change. The CPC Chair reiterated that all three topics could contribute to transformative change. A revised title was suggested for the first topic: Transforming subsidies for nature, the idea being that we could change what we have now and create new subsidies. Councillors approved this change. Luc De Wever, Council Secretary, suggested that the agenda be published on the statutory deadline of 11 March 2020 with a footnote stating that further refinement of titles and descriptors would take place as the sessions were developed with the speakers.

The Chair of the CPC then related to Council what had been discussed regarding the Marseille outcomes document. Drawing on lessons from the Jeju Declaration and the Hawai'i Commitments, the CPC decided to take a hybrid approach, and include forward-looking commitments, significant announcements, and some 'bottom-up' messages gathered on-site from the Members' Assembly. When identifying the forward-looking commitments, care would be taken to link to the key elements of the Programme, either strategic priorities or impact targets, and build the messaging around the 5R concept. Once topics had been identified, they would be tested against a set of criteria. In summary, the Marseille outcomes should be a positive statement of concrete actions and commitments that would speak to the IUCN membership and the conservation community at large. Several questions remain to be answered, but a working group will present a final concept paper to the CPC in the coming weeks.

Several Councillors expressed their opinion during the discussion that this document should make a clear statement to the Kunming COP; others felt that it is an aspirational document meant for a wider audience and the two should not be mixed. And yet others questioned the utility of such documents, for which there is often a lack of serious follow up. On another note, a request was made to include Iruka, the popular Japanese singer, in the agenda for a 5-6 minute performance with a few minutes for introduction; as an IUCN goodwill ambassador who promotes our conservation work, she has made attending the IUCN Congress a priority. The ADG committed to find a solution.

Finally, an appeal was made to bring all Members to the Congress, as participation in decision making is an important part of being an IUCN Member. The ADG assured Council that every effort was being made to facilitate the attendance of as many Members as possible, although Members needed to respect the conditions of membership with regards to their dues. She concluded by announcing a generous contribution from the Swiss Government towards these efforts, and this was met with resounding applause.

COUNCIL DECISION C98/13

The IUCN Council,

on the recommendation of the 2020 Congress Preparatory Committee,

Approves the Draft Agenda ([Annex 20](#)) and time schedule for the World Conservation Congress including the following topics for strategic discussion, as revised:

1. Transforming subsidies for nature;
2. Cultures of conservation;
3. Biodiversity and health in the face of climate change.

Agenda Item 8. Reports of the standing committees of Council

[Note: hereafter follow the topics covered in the standing committee reports not yet dealt with under previous agenda items of the Council meeting]

8.1 Report of the Programme and Policy Committee (PPC) [[Council document C98/8.1 - Report of the PPC to Council](#)]

Jan Olov Westerberg, Chair of the PPC assured Council that the PPC had heard excellent presentations from the relevant task forces and had thoroughly consulted with the appropriate experts before bringing the following recommendations to Council:

Operational Framework on Engagement with the Extractives Sector

COUNCIL DECISION C98/14

The IUCN Council

On the recommendation of the Programme and Policy Committee,

Recognises the importance and sensitivity of engaging with the extractive sector, and

Requests the Secretariat to consistently apply 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.

IUCN Environmental Impact Classification for Alien Taxa (EICAT)

COUNCIL DECISION C98/15

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

Adopts the IUCN Environmental Impact Classification for Alien Taxa (EICAT) as the Union's standard for classifying alien species in terms of their environmental impact, and as mandated under WCC-2016-Res-018. ([Annex 21](#))

IUCN Policy Statement on Primary Forest including Intact Forest Landscapes

COUNCIL DECISION C98/16

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

Approves the IUCN Policy Statement on Primary Forest including Intact Forest Landscapes. ([Annex 22](#))

IUCN Nature-based Solution Standard

COUNCIL DECISION C98/17

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

Endorses the adoption of an IUCN Nature-based Solution Standard noting that the application of the standard is an evolving process that will need to be monitored and revised accordingly. ([Annex 23](#))

Private sector engagements

COUNCIL DECISION C98/18

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

requests the Director General to:

- a) maintain oversight and quality control of private sector engagements, including revision of the opportunities and risk assessment framework;
- b) ensure the risk assessment framework is more broadly, consistently and rigorously applied; and
- c) strengthen the Business and Biodiversity Programme's mandate to guide the growth of business engagement, including sponsorship.

The PPC Chair concluded by emphasising that Council had just endorsed three flagship products at the core of IUCN's competencies: the IUCN Programme, the NbS Standard and the Environmental Impact Classification for Alien Taxa. He encouraged Councillors to familiarise themselves with these documents in order to be prepared to answer questions at Congress.

8.2 Report of the Finance and Audit Committee (FAC) [[Council document C98/8.2 - Report of the FAC to Council](#)]

Ayman Rabi, Chair of FAC, presented the findings and recommendations of the FAC. He made specific note of FAC's concerns about the potential increased risk related to membership dues for NGOs. Changing the model from operational expenditure to total expenditure might lead to a reclassification of the membership category of some NGOs.

COUNCIL DECISION C98/19

The IUCN Council,

On the recommendation of its Finance and Audit Committee,

Decides to submit to the IUCN World Conservation Congress 2020 for approval a motion to appoint

PricewaterhouseCoopers as IUCN External Auditors for the years 2021 to 2022, and to request that Council appoint the External Auditors for the years 2023 to 2024 following a competitive selection process.

8.3 Report of the Governance and Constituency Committee (GCC) [[Council document C98/8.3 - Report of the GCC to Council](#)]

Jennifer Mohamed-Katerere, Chair of the GCC, reminded Council that at its 97th meeting, Articles 14 and 15 of the Regulations had been approved in a first reading. A second reading and approval are necessary in order for them to become part of the Regulations.

Amendments to Regulations 14–15

COUNCIL DECISION C98/20

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

in conformity with Article 101-102 of the Statutes,

Adopts in second 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.*

Governance of National, Regional and Interregional Committees

Over the last two years, the GCC has done a significant amount of work around National, Regional and Interregional Committees, giving some thought to the requirements for establishing these committees, the rules for voting, and other internal processes. Work is incomplete at this time and the GCC wishes to pass their work on to the next Council for completion. This issue will go to a contact group for further discussion that will provide insights for the next Council to consider.

COUNCIL DECISION C98/11

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Approves a Council motion to the IUCN World Conservation Congress 2020

- *thanking* the outgoing IUCN Council for its reflections on the requirements for establishing National Committees, Regional Committees and Interregional Committees, including proposed actions to strengthen Council's oversight of Committees to ensure their transparency, independence and integrity ([Annex 18](#)),
- *requesting* the IUCN Council 2020-24 to study these reflections taking into account the comments from the Congress as summarized in the report of the Governance Committee of the 2020 Congress; and
- *authorizing* the IUCN Council to develop proposals for consultation with the Members and submission to an electronic vote by IUCN Members during the intersessional period.

Memberships Dues Guide

The revised Membership Dues Guide, circulated to Council in October 2019, proposes a move from calculating membership dues based on operational expenditure to calculating dues based on total expenditure. With this comes the introduction of a new band 1 for organisations with the lowest income, i.e. under 100K CHF. The Dues Task Force began work on venue-based organisations, and with widely differing opinions, consensus was not reached. The task force also began work around organisations having financial difficulties; the latter group would be limited to organisations subject to restrictions on the international movement of funds and organisations in states experiencing conflict or rapid economic decline. This work has not yet been completed and the request is that Congress mandate the next Council 2021–2024 to continue work on both issues. One Council member abstained.

COUNCIL DECISION C98/21

The IUCN Council,

Based on the recommendation from its Governance and Constituency Committee and Finance and Audit Committee,

1. Approves the 2021-2024 IUCN Membership Dues Guide; ([Annex 24](#))

2. Submits the proposal for the 2021-2024 IUCN Membership Dues Guide to the IUCN World Conservation Congress 2020 for approval, according to Article 20(f) of IUCN Statutes;

3. Requests the 2020 Congress to mandate Council to:

- a. continue the work achieved by the 2016-2020 Council on the issue of dues for venue-based organisations and government agencies;

- b. continue the work achieved by the 2016-2020 Council on the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues; and
- c. submit both proposals to Members by electronic vote before the 2024 Congress.

Follow-up to the management response to the external review of IUCN's governance

The Chair of GCC informed Council that after looking at the Management Response to the external review of governance GCC did not consider it possible to prepare all the actions approved by Council in January 2020. GCC therefore prioritised a set of actions where they felt substantial progress could be made before Congress. As this work is dependent on resources, the GCC is working closely with the ADG to ascertain what support would be available for each of the areas so that as much as possible could be completed.

Membership applications

The Chair of GCC presented a list of the 36 organisations that were seeking membership in IUCN. Of the 36, 28 were approved and eight deferred to the next meeting of the GCC. Several Councillors expressed their concern that these deferrals would prevent the organisations from becoming Members in time for Congress, and also prevent them from benefiting from the early bird registration. A new date was proposed for a GCC decision on these applications taking into consideration the time necessary to complete the approval process prior to the early bird registration deadline.

The ADG informed Council of a letter she had received that morning (11 February 2020) registering an objection to the membership application of Wildlife Direct Kenya. Legal Advisor Sandrine Friedli Cela noted that the Regulations outline a specific objection process to follow, accompanied by a specific deadline, and this letter does not respect the requirements. The GCC Chair reminded Council that it is the prerogative of Council to reopen any decisions made in the standing committees should they wish to do so.

COUNCIL DECISION C98/22

The IUCN Council,

On the recommendation of its Governance and Constituency Committee (GCC),

Approves the admission of 28 organizations and/or institutions applying for membership. ([Annex 25](#))

Defers the admission of eight (8) membership applications, to its next meeting. (Annex 25)

Requests the GCC to make a decision on these applications by 25 February 2020 and transmit its recommendation to the Bureau for approval.

IUCN Awards

The GCC Chair reminded Councillors that a jury was established to consider the nominees for each IUCN award, and she presented the names of the winners. The John C. Phillips Medal, established in 1963 to recognise an individual with outstanding service to international conservation, will be awarded to [...] ², who has worked tirelessly to bring biodiversity to the political agenda. The Harold J. Coolidge Medal was established in 2008 to recognise an individual who has made outstanding contributions to nature and natural resource conservation, and been inspirational to others. The award will be given to [...] ², who has directed extensive community-based conservation initiatives in [...] and done ground-breaking wildlife research on tree kangaroos.

Honorary Membership, as stated in the Statutes, goes to individuals who have made exceptional contributions to IUCN. For the Marseille Congress, it was decided to limit the number of recipients to three, although the number of nominations and the calibre of the candidates caused the jury to retain four names. In addition to qualifications, the jury looked at gender balance and regional balance when making their decisions. A member of the jury informed Councillors that the individual ranking of candidates by each jury member had resulted in a consensus.

COUNCIL DECISION C98/23

The IUCN Council,

on the recommendation of the Governance and Constituency Committee,

Approves [...] ² as recipient of the John C. Phillips Medal;

Approves Mr. Raoni Metuktire, Brazil; Mr. Richard Watling, Fiji; Mr. Assad Serhal, Lebanon; and Ms Jane Goodall, UK as recipients of IUCN Honorary Membership;

Takes note of the recipient of the John C. Coolidge Medal, [...] ², and that all Medals and Honorary Membership will be awarded at the IUCN World Conservation Congress 2020.

COUNCIL DECISION C98/24

The IUCN Council,

On the recommendation of its Governance and Constituency Committee,

Approves the Membership Strategy. ([Annex 26](#))

² The names of the laureates will be announced during the 2020 Congress.

Agenda Item 9. Any other business

The IUCN President opened the floor for discussion and several Councillors spoke about the implications of the escalating coronavirus. A suggestion was made to consult with other organisations about measures they are taking. In response to the query of whether or not IUCN had looked into insurance, the ADG informed Council that the Secretariat was taking all necessary precautions to protect staff, especially staff travelling to China, and that cancellation insurance for flights had been obtained. She concluded by thanking Councillors for their support during the last two Council meetings.

The President expressed his appreciation to the four Vice-Presidents who had chaired the meeting on his behalf. The meetings, which he qualified as being constructive and very efficient, had been highly productive. With approval of a new draft Programme, a Financial Plan and qualified candidates for the next Council among the many important decisions made, Councillors had jointly completed their tasks in preparation for Marseille.

He then reflected on Council's past term, in which members had worked closely together to surmount a number of challenges, e.g. a budget deficit, the departure of the Director General, and the search for a new one. He has seen all three pillars of the Union work together, respecting and trusting each other. There is more accountability to Members and he is confident that the Union will deliver on the three goals set for the Marseille Congress: 1) IUCN to be a leader in the conservation arena; 2) IUCN to influence the Kunming COP15 discussions and the post-2020 biodiversity framework; and 3) Members to have a strong sense of ownership in the Congress and its outputs. The President concluded his remarks by wishing luck to those Councillors running for a second term and then thanked all for their contributions.

The meeting was adjourned.

**Council members present at the 98th Council meeting
(8-11 February 2020)**

PRESIDENT

Mr Zhang Xinsheng, China (remotely)

TREASURER

Mr Nihal Welikala, Sri Lanka/UK

REGIONAL COUNCILLORS

Africa

Mr Mamadou Diallo, Senegal
Mr Ali Kaka, Kenya, Vice-President
Ms Jennifer Mohamed-Katerere, South Africa

Meso and South America

Mr Marco Vinicio Cerezo Blandon, Guatemala
Mr Carlos Cesar Durigan, Brasil
Ms Jenny Gruenberger, Bolivia

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
Mr Youngbae Suh, Republic of Korea

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

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 (8-9 February 2020)
Ms Denise Antolini, USA, Deputy Chair (10-11 February 2020)

World Commission on Protected Areas

Ms Kathy MacKinnon, UK

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT

Mr Norbert Baerlocher, Switzerland

APPOINTED COUNCILLOR

Mr Ramiro Batzin Chojoj, Guatemala (remotely)

ACTING DIRECTOR GENERAL

Ms Grethel Aguilar

98th Meeting of the IUCN Council
 HQ, Gland (Switzerland), 8-11 February 2020

Agenda 3.0¹
 (Approved by the IUCN Council, 98th Meeting, decision C98/1)

Monday, 10 February 2020 – Plenary sittings

<p>Agenda Item 1: President’s opening remarks and approval of the agenda</p>
<p>Agenda Item 2: Matters brought forward by the Bureau <i>(unless included under other relevant items of the present agenda)</i></p>
<p>Agenda Item 3: Report of the Acting Director General</p>
<p>Agenda Item 4: Performance of the Commissions</p> <p>4.1 Presentation of the reports of CEM, CEESP and CEC by the Chair of the respective Commission² <i>Annual performance report by the Chairs to the Council on outputs, outcomes, impact and resources raised against the Commission’s work plan (Regulation 78bis). (20 minutes per presentation)</i></p> <p>4.2 Discussion on the performance of the Commissions</p>
<p>Agenda Item 5: Strategic discussion: Council proposals for the 2020 Congress</p> <p>5.1 Draft IUCN Programme 2021-24 <i>Presentation of the revised draft IUCN Programme 2021-24 taking into account comments received online and during the Regional Conservation Forums and PPC’s recommendations. The discussion and approval of the draft IUCN Programme for the purpose of submitting it to the 2020 Congress for adoption, will follow on Tuesday 11 February 2020.</i></p> <p>5.2 Draft Financial Plan 2021-24 <i>Presentation of the Draft Financial Plan 2021-24 and recommendations of the FAC and its Task Force on Financial Planning post-2020, including perspectives to ensure the long-term financial sustainability of IUCN. Discussion and approval of the draft Financial Plan for the purpose of submitting it to the 2020 Congress for adoption.</i></p> <p>5.3 Draft mandates of the IUCN Commissions 2020-24 <i>Based on the proposals from the Chairs of the Commissions. Discussion and approval of the draft Commission mandates for the purpose of submitting them to the 2020 Congress for adoption.</i></p>
<p>Agenda Item 7: Preparations for the 2020 Congress:</p> <p>7.1 Council’s report to the 2020 Congress <i>Council’s guidance on process and content for the preparation of Council’s report to the 2020 Congress to be distributed to IUCN Members by 11 May 2020</i></p> <p>7.2 Interim report of the Election Officer on the accomplishment of her functions</p>
<p>Agenda Item 5 (Continued): <i>in camera session</i></p> <p>5.4 Nomination of candidates for President, Treasurer and Commission Chairs <i>Based on recommendations of its Nominations Committee, Council will nominate individuals to the 2020 Congress for election as President, Treasurer and Commission Chairs in accordance with Article 27 of the Statutes.</i></p>
<p>Agenda Item 6: <i>in camera session</i> Update from the Bureau and the DG Search Committee on the recruitment of a new IUCN Director General</p>

Tuesday, 11 February 2020 - Plenary sittings

Agenda Item
Agenda Item 5 (Continued): 5.4 Nomination of candidates for President, Treasurer and Commission Chairs <i>Presentation (for the record) of the results of the in camera session on Council's nominations to the 2020 Congress for election as President, Treasurer and Commission Chairs.</i>
5.1 Draft IUCN Programme 2021-24 <i>Discussion and approval of the draft IUCN Programme 2021-24 for the purpose of submitting it to the 2020 Congress for adoption.</i>
Agenda Item 7 (Continued): Preparations for the 2020 Congress: 7.3 Council motions to amend the Statutes, Rules of Procedure and Regulations <i>taking into account the recommendations of the Governance and Constituency Committee (see hereafter the agenda of the GCC)</i>
7.4 Update on the Motions Process <i>By the Chair of the Motions Working Group</i>
7.5 Recommendations of the Congress Preparatory Committee (CPC) including the Draft Agenda of the 2020 Congress <i>Report of the CPC</i>
Agenda Item 8: Reports of the standing committees of the Council <i>The agendas of the committees are attached hereafter as Appendix 1.</i> 8.1 Report of the Programme and Policy Committee (PPC)
8.2 Report of the Finance and Audit Committee (FAC)
8.3 Report of the Governance and Constituency Committee (GCC)
Agenda Item 9: Any other business

Saturday and Sunday, 8 and 9 February 2020

Finance and Audit Committee (FAC) (70th meeting)

1. Welcome and approval of the agenda
2. Review of minutes of the previous meeting and status of follow up points and decisions taken
3. Report from the Head of Oversight
4. Risk management update
5. Report from the Legal Adviser
6. Update on information systems projects
7. 2020 Congress budget

8. Preliminary financial results for 2019
9. Investment update and portfolio performance
10. Outlook for 2020
11. Resource mobilisation update
12. Financial Planning post-2020 (including report from the Task Force)
13. Financial plan 2021-24
14. Revisions to the Commission Financial Rules
15. Report of the Joint FAC/GCC task force on membership dues including approval of the 2021-2024 Membership Dues Guide
16. Appointment of auditors for 2021-24
17. Review of the ToR of the FAC in light of the management response to the External Review of Aspects of IUCN's Governance
18. **Proposals for the membership of the Finance and Audit Committee of the 2020 Congress**
The process for identifying the members of the 2020 Congress committees approved by Council in October 2019 (C97/5), requires the standing committees to identify qualified individuals for nomination as members of the Congress Committees. The CPC will coordinate the process and make a proposal to Council in February 2020. If necessary, the process may continue after the 98th Council meeting until Bureau approves a proposal for submission to Congress.
19. Any other business

Governance and Constituency Committee (GCC) (25th meeting)

1 Governance issues

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

1.1.1 Discussion and approval of final drafts from subgroups of the GCC on:

- 1.1.1.1 Including subnational governments in IUCN's membership
- 1.1.1.2 Election procedures and inclusiveness of dependent territories
- 1.1.1.3 Establish an elected indigenous Councillor position
- 1.1.1.4 Modification of the term "Regional Councillor"
- 1.1.1.5 Improvements to the motions process
- 1.1.1.6 Role of Commissions in National and Regional Committees

1.1.2 Proposals on other topics:

- 1.1.2.1 Comprehensive gender approach at IUCN
- 1.1.2.2 Establishment / operating rules / oversight of National, Regional and Interregional Committees (IRC)
- 1.1.2.3 Clarification of membership admission and rights

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

<p>1.2 Follow-up to the Management Response to the External Review of IUCN's Governance 1.2.1 <i>Review of, and possible amendments to the Statutes and Regulations, or the Council Handbook, concerning the role of the President, the Treasurer and the chairs of the standing committees</i></p> <p>1.3 Amendments to the Regulations 1.3.1 <i>Approval in second reading of amendments to Regulations 14 and 15</i></p>
<p>2 <u>Constituency issues</u></p> <p>2.1 Update on IUCN membership</p> <p>2.2 Membership applications ³</p> <p>2.3 Changes of Members' name or membership category ⁴</p> <p>2.4 National, Regional and Interregional Committees <i>incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received</i></p> <p>2.4.1 Proposed establishment of an Interregional Committee for West Europe and East Europe, North and Central Asia</p> <p>2.5 Membership dues</p> <p>2.5.1 Report of the Joint GCC/FAC task force on membership dues including approval of the 2021-2024 Membership Dues Guide</p> <p>2.5.2 Update on Members whose rights will be rescinded by the 2020 Congress</p> <p>2.6 Membership Strategy</p>
<p>3 <u>World Conservation Congress</u></p> <p>3.1 Consideration of the proposals from the jury for appointment as recipient(s) of the John C. Phillips Medal and IUCN Honorary Membership</p> <p>3.2 Proposals for the membership of the Credentials Committee and the Governance Committee of the 2020 Congress <i>The process for identifying the members of the 2020 Congress committees approved by Council in October 2019 (C97/5), requires the standing committees to identify qualified individuals for nomination as members of the Congress Committees. The CPC will coordinate the process and make a proposal to Council in February 2020. If necessary, the process may continue after the 98th Council meeting until Bureau approves a proposal for submission to Congress.</i></p>
<p>4 <u>Any other business</u></p>

¹ Version 2 of the Draft Council Agenda includes an additional agenda item GCC25/2.4.1 Proposed establishment of an interregional committee for West Europe and East Europe, North and Central Asia, at the request of the Chair of GCC following receipt of the letter presented as document C98/GCC25/2.4.1.

Version 3 of the Draft Agenda includes an additional agenda item GCC25/2.6 Membership Strategy. See document C98/GCC25/2.6.

² The Chairs of SSC, WCEL and WCPA will present their report during the 99th Council meeting in Marseille on 10 June 2020.

³ New applications which have received no objections from the membership will be considered by GCC by email correspondence prior to the Council meeting.

⁴ Will be considered by GCC by email correspondence prior to the Council meeting.

Operational Guide for IUCN National and Regional Committees

*Text approved by the 76th meeting of the IUCN Council, May 2011, amended by the IUCN Council at its 98th meeting, February 2020
(modifications in red characters)*

Part I. Background and Principles

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
3. The establishment and functioning of IUCN National and Regional Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
4. In addition to these statutory provisions and to IUCN Regulation 66*bis* dealing specifically with the conduct of National and Regional Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Operational Guide which provides ethical standards and criteria to which all IUCN National and Regional Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, National and Regional Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting this Operational Guide, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
5. National and Regional Committees shall monitor the application of this Operational Guide and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
6. This Guide provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN National and Regional Committees and their members when acting as representatives of a National or Regional Committee.

Part II. Adhering to and exemplifying IUCN's principles and values

7. In all their operations and dealings, IUCN National and Regional Committees shall maintain the highest levels of:
 - a. **Integrity and ethical behaviour**, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. National and Regional Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations;

- b. **Responsibility and accountability**, to support and strengthen the ability of the Union to achieve its Mission, goals and objectives.

National and Regional Committees:

- i. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;
 - ii. shall align their external messages, issued strictly in the name of the particular National or Regional Committee and not of IUCN, with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;
 - iii. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and
 - iv. shall be kept informed of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.
- c. **Coordination in their fundraising activities** with the Secretariat in a spirit of openness and transparency. The Secretariat will support and facilitate National and Regional Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.
- i. National and Regional Committees have a duty to exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.
- d. **Fairness, inclusivity and transparency in decision-making:**
- i. National and Regional Committees are required to carry out their responsibilities in a spirit of openness and transparency.
 - ii. The minutes of National and Regional Committees meetings shall be available, in the language in which the meeting was conducted to the members of the Committee. In addition, a summary report on the main issues discussed and decisions shall be communicated to them and be posted on the IUCN Members' Portal.
 - iii. National and Regional Committees shall send a report on their activities to the Director General and the Council once a year in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages using a standard template prepared by the IUCN Secretariat.

- e. **Equality, inclusiveness and respect for the diversity of people and cultures.**

National and Regional Committees:

- i. have a duty to treat their Councillors, members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;

- ii. shall promote a culture of appropriate behaviour for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;
- iii. shall demonstrate a strong commitment to environmental responsibility;
- iv. shall assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and
- v. shall remain faithful to the Mission and Vision of IUCN.

Part III. Maintaining the diversity and representativeness of IUCN Committees, and investing in the future

8. To reach their maximum potential, National and Regional Committees need to be representative of the membership on whose behalf they act. All IUCN National and Regional Committees shall therefore take all appropriate steps to ensure:
 - a. that, to the extent possible, the IUCN Members' individual representatives to the National and Regional Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the National and Regional Committees to benefit in the future from a continued succession of diverse experience and perspectives;
 - b. that the National or Regional Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and that the National and Regional Committees – and IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge;
 - c. that as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN's structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore, the Chair of a National or Regional Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and
 - d. that the National and Regional Committees involve Regional Councillors and other members of the Council resident in a State or Region where such Committee or Regional Fora have been established to participate in their meetings and activities as provided for in article 72 of IUCN's Statutes;
 - e. that the National and Regional Committees invite representatives of the Commissions to participate in their meetings. To that end, each Commission makes available to National and Regional Committees contact information for Commission members living in the area of the Committees and nominates the member(s) as the Commission's official representative(s) to Committee meetings.

Part IV. Coordinating with IUCN Commissions

9. In order to give effect to Part II 7 a and part III 8 d and to strengthen the One Programme Approach among IUCN components, the Commissions might be involved in the governance structure and in the activities of the National and Regional Committees. National and Regional Committees may invite the regional or national representative of each Commission to participate in the meetings of their governing bodies, in accordance with the following guidelines:
 1. National and Regional Committee should ensure collaborative and cohesive engagement with the representative of each Commission;

2. All members of the Commissions resident in the State or Region of the Committee may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora (art. 72 of the Statutes).
3. If a member of a Commission has been nominated as their official representative, he/she shall be the one invited to participate in, and speak at the meetings of the governing bodies of the National and Regional Committees in the name of their Commission, without a right to vote. For this purpose, the Commission's official representative(s) shall ensure that they align their messages with that of their respective Commission and inform their respective Commissions about any matter relevant for the Commission discussed and decided at the meetings of the Committees. For these purposes, the regional Commission representative is accountable to the national representatives of each Commissions and the national Commission representative to the national members of each Commission.
4. Each Regional or National Committee that decides to include Commissions in its governance structures, in coordination with the Commissions, and based on their specific realities, shall define the manner in which this collaboration will be implemented under the One Programme Approach.

Part IV. Working outside national or regional boundaries

10. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN National and Regional Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.
11. When proposing to work outside its own State or Region, a National or Regional Committee shall undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as "focal" country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.
12. Such prior consultation shall be the norm for any subject matter and/or activity that falls outside a Committee's national territory or regional area of operation, as relevant, including but not limited to aspects of:
 - a. direct project implementation;
 - b. capacity building;
 - c. governance issues;
 - d. policy processes;
 - e. fundraising activities; and/or
 - f. Congress preparations, including the Motions process.
13. In cases where no National Committee exists in a particular focal country, prior consultation shall be undertaken with IUCN Members in that country.
14. The relevant IUCN regional or country office shall be kept informed of such consultations in a timely and meaningful way, so as to facilitate on-going communication and coordination between all relevant IUCN components.
15. National and Regional Committees shall strive to engage with IUCN Members in the relevant focal country or region.
16. National and Regional Committees shall give due consideration to the need for inter-country or interregional coordination with Commissions, as appropriate.

Part V. Effective date, amendment

17. This Operational Guide
 - shall become effective upon Council's decision approving it, and

- may be amended at any time by decision of Council, after consultation with National and Regional Committees. Suggestions for improvements to these guidelines by Committees are welcomed and should be addressed to the Constituency Committee of Council

Part VI. Implementation of the Operational Guide

18. Persistent and deliberate action in violation of this Operational Guide by National and Regional Committees may lead the Director General to seek a written response from the Committee. Thereafter, the Director General may make a recommendation to Council on the withdrawal of recognition of that particular Committee, as provided for in IUCN Regulation 64.

Part VII. Scope of Application

19. The provisions of this Operational Guide shall apply to all IUCN National and Regional Committees and to their members.



IUCN EICAT Categories and Criteria

The Environmental Impact Classification for Alien Taxa
(EICAT)

Version X



IUCN Environmental Impact Classification for Alien Taxa (EICAT)
Categories and Criteria.

Version X

First Edition

Prepared by the IUCN Species Survival Commission

As approved by the

XXX meeting of the IUCN Council

Gland, Switzerland

XX/XX/XXX

IUCN (International Union for Conservation of Nature)

2020

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Contents

Contents.....	6
Preface	7
1. Introduction	10
2. Abbreviations	12
3. Definitions.....	13
4. Description of EICAT Categories and Criteria.....	18
4.1. Categories	18
4.2. Criteria	21
5. Applying EICAT	26
5.1. Evidence-based Scheme	26
5.2. Taxonomic Scope of Assessment.....	26
5.3 Lack of evidence	26
5.4. Spatial and Temporal Scale of Impacts.....	26
5.5. EICAT Classification.....	27
5.6. Geographic Scale of the Classification.....	27
6. References	29

Preface

The IUCN Species Survival Commission (SSC) Invasive Species Specialist Group (ISSG) were invited by Parties to the Convention on Biological Diversity (CBD) to develop a ‘*system for classifying invasive alien species based on the nature and magnitude of their impacts*’ (CBD 2014). In 2015, the ISSG published a *framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT)* (Hawkins et al. 2015) developed from the original framework proposed by Blackburn et al. (2014).

Following the publication of Hawkins et al. (2015), Resolution WCC-2016-Res-018-EN *Toward an IUCN standard classification of the impact of invasive alien species* was adopted at the 2016 IUCN World Conservation Congress. This Resolution requested the SSC to develop EICAT, and to consult with all relevant stakeholders within the Union to inform this process. It also requested that the SSC integrate the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8. Additionally the Resolution requested IUCN Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above had been completed, as the Union’s standard for classifying alien species in terms of their environmental impact.

In 2017, IUCN undertook a Union-wide consultation on the science underpinning EICAT (Version 1), its processes and governance. The results showed that the Union overwhelmingly supported EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts. However, based on feedback received through this consultation process and lessons learnt through its application, significant edits were made to the proposed standard. In 2019, a second Union wide consultation was undertaken on the *EICAT Categories and Criteria (Version 2.3)*, *Guidelines for the application of EICAT (Version 2.3)*, and the *EICAT data reporting template (Version 2.7)*: the comments received during this consultation resulted in minor edits being made to the documentation.

This document presents the IUCN standard classification of the impact of invasive alien species; the *IUCN Environmental Impact Classification for Alien Taxa (EICAT) Categories and Criteria (Version x)*.

To ensure full understanding of the application of EICAT, it is very important to refer to all of the following documents:

(1) IUCN Environmental Impact Classification for Alien Taxa (EICAT) Categories and Criteria: Version x (IUCN 2020) – this document.

(2) The latest version of the Guidelines for using the IUCN EICAT Categories and Criteria (check the IUCN ISSG website for regular updates of this document)

All of the above documents are freely available to download from the IUCN ISSG (<http://www.issg.org>).

Blackburn et al. 2014. A unified classification of alien species based on the magnitude of their environmental impacts. *PLoS Biology*, 12, e1001850. <https://doi.org/10.1371/journal.pbio.1001850>

CBD. 2014. Decision adopted by the Conference of the Parties to the Convention on Biological Diversity XII/17. Invasive alien species: review of work and considerations for future work. <https://www.cbd.int/decision/cop/default.shtml?id=13380>

Hawkins et al. 2015. Framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT). *Diversity and Distributions*, 21(11) <https://doi.org/10.1111/ddi.12379>

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IUCN gratefully acknowledges the dedication and efforts of the IUCN SSC and IUCN secretariat members, and other experts involved in the EICAT Criteria review in attending numerous workshops to discuss and debate the merits and demerits of the EICAT Categories and Criteria. In addition, IUCN would like to thank all those who took part in both rounds of the IUCN-wide EICAT consultation, in which we received invaluable feedback and insightful suggestions.

Particular thanks must go to Kevin Smith who chaired the review process and steered an extremely complex process through to a successful conclusion. The review process culminated in the adoption of the EICAT Categories and Criteria by the IUCN Council.

The intention is to keep the EICAT standard (Categories and Criteria) stable to enable genuine changes in the magnitude of environmental impacts of alien species to be detected. As a greater clarity emerges on tricky and unresolved issues, these will be addressed through updates to the comprehensive set of user guidelines.

The IUCN EICAT Categories and Criteria: Version x are available from the IUCN Publications Services (www.iucn.org/knowledge/publications_doc/publications/).

It is also available to download from the IUCN ISSG website, at: <http://www.issg.org/>.

1. Introduction

Human activities are transforming natural environments by moving taxa beyond the limits of their native geographic ranges into areas where they do not naturally occur. Many of these alien taxa have had substantial adverse impacts on the recipient ecosystems. For example, they have been shown to cause significant changes in native species extinction probabilities, genetic composition of native populations, behaviour patterns, taxonomic, functional and phylogenetic diversity, trophic networks, ecosystem productivity, nutrient cycling, hydrology, habitat structure, and various components of disturbance regimes [1-8]. For these reasons, most governments, scientists and conservation organisations consider many alien taxa to be undesirable additions to ecosystems, and frequently devote considerable resources towards preventing or mitigating their impacts. The magnitude and type of impacts generated by alien taxa vary greatly among recipient ecosystems, and many of these impacts only become obvious or influential long after the onset of invasion. Moreover, many impacts remain or are difficult to revert even if the alien taxa of concern are removed or controlled. As such, there is a critical need for scientifically robust tools to evaluate, compare, and predict the magnitudes of the impacts of different alien taxa, in order to determine and prioritise appropriate actions where necessary [9].

A unified classification of alien taxa based on the magnitude of their environmental impacts [10] (hereafter referred to as the Environmental Impact Classification for Alien Taxa, abbreviated to EICAT) has been developed in response to these issues. EICAT is a simple, objective and transparent method for classifying alien taxa in terms of the magnitude of their detrimental environmental impacts in recipient areas. Based on evidence on the impacts they have been causing on native taxa in their introduced range, alien taxa are classified into one of five impact categories. Each of these five impact categories represents a different impact magnitude, depending on the level of biological organisation of the native biota impacted (individual, population or community) and the reversibility of this impact. Alien taxa are also classified according to the mechanisms by which these impacts occur: the mechanisms are aligned with those identified in the International Union for Conservation of Nature (IUCN) Global Invasive Species Database (GISD).

EICAT has the following five objectives: (i) identify alien taxa by levels of environmental impact, (ii) compare the level of impact by alien taxa among regions and taxonomic groups, (iii) facilitate predictions of potential future impacts of taxa in the target region and elsewhere, (iv) aid the prioritisation of management actions, and (v) facilitate the evaluation of management methods. It is envisaged that EICAT will be used by scientists, environmental managers and conservation practitioners as a tool to gain a better understanding of the magnitude of impacts caused by different alien taxa, to

alert relevant stakeholders to the possible consequences of the arrival of certain alien taxa, and to inform the prioritisation, implementation and evaluation of management policies and actions.

It must be emphasised at the outset that EICAT is not a risk assessment, and its output alone should not be used to prioritise management actions for alien taxa. Risk assessments and priority setting require information on many issues related to the biology and ecology of the alien taxa and the pathways of introduction, which is not incorporated in EICAT. The output of EICAT is also not a statutory list of invasive alien taxa. Thus, while it is intended to inform the prioritization of management activities against alien taxa causing environmental impacts within a country or a region, EICAT should not be used alone to identify which alien taxa should be regulated. Furthermore, any decision that could have effects on the regulation of trade of species must comply with existing international agreements, including, amongst others, the Convention on Biological Diversity and its guidance on invasive alien species, the World Trade Organisation (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement), and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). EICAT has the potential to inform statutes adhering to the relevant international agreements, to assist the implementation of appropriate measures, and to inform risk assessments, but it does not replace them.

EICAT must be applied in a consistent and comparable manner when assessing the impacts of different alien taxa. Therefore, **we present the IUCN EICAT Categories and Criteria Version x** which should be used to inform the assessment process. The EICAT Categories and Criteria are analogous to, and draw heavily upon, the framework adopted for the globally recognised IUCN Red List of Threatened Species [11]. There is also a separate accompanying Guidelines document that provides additional guidance to support the application of the EICAT Categories and Criteria, including on how to deal with uncertainty, the required documentation standards, and EICAT assessment process. The EICAT Guidelines document will be periodically updated.

The EICAT Categories and Criteria Standard and the accompanying EICAT Guidelines document are adapted from - and replace - the EICAT guidelines proposed by Hawkins et al. (2015). The following EICAT Categories and Criteria Version X. and accompanying EICAT Guidelines document are therefore the documents to use when undertaking EICAT assessments.

2. Abbreviations

CBD – Convention on Biological Diversity

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

COP – Conference of Parties

EICAT – Environmental Impact Classification for Alien Taxa

GISD – Global Invasive Species Database

ISSG – Invasive Species Specialist Group

IUCN – International Union for Conservation of Nature

SPS Agreement – WTO Agreement on the Application of Sanitary and Phytosanitary Measures

SSC – Species Survival Commission

WTO – World Trade Organisation

EICAT Categories and Labels:

CG – Cryptogenic

DD – Data Deficient

MC – Minimal Concern

MN – Minor

MO – Moderate

MR – Major

MV – Massive

NA – No Alien Population

NE – Not Evaluated

3. Definitions

This section defines key terms used in the application of the EICAT Categories and Criteria. It is necessary to refer to these terms when interpreting them as some are commonly used terms that are defined in a particular sense here.

Taxon

This term is used for convenience to represent species or lower taxonomic levels (subspecies, varieties, cultivars, or races), including those that are not yet formally described.

Alien Taxon

A species, subspecies or variety or cultivar or race, moved intentionally or unintentionally by human activities beyond the limits of its native geographic range, or resulting from breeding or hybridisation and being released into an area in which it does not naturally occur. The movement allows the taxon to overcome fundamental biogeographic barriers to its natural dispersal. The definition includes any part, gametes, seeds, eggs, or propagules of such taxa that might survive and subsequently reproduce. Natural dispersal of a taxon either within postglacial habitat expansion or due to climate shift does not qualify to label a taxon as alien. Common synonyms include non-native, non-indigenous, foreign, and exotic. The definition follows the Convention on Biological Diversity (COP 6 Decision VI/23) and [12]. See also Taxon; Invasive Alien Taxon.

Invasive Alien Taxon

An alien taxon whose introduction and/or spread threatens biological diversity. This definition follows the Convention on Biological Diversity (COP 6 Decision VI/23). The requirement that an invasive alien taxon causes threat or harm is common in policy usage (see also Executive Order 13112 – Invasive Species, of the United States Government), but less so in scientific usage where “invasive” usually simply implies that the taxon has spread widely and fast from the point of establishment [12].

Cryptogenic

Cryptogenic taxa are those for which it is unclear, following evaluation, whether the individuals present at a location are native or alien [13]. This is a particular problem in the marine realm, for cosmopolitan plants, for easily spreading species, for taxa possibly introduced into a location many centuries ago, and for species in biogeographically poorly known taxonomic groups, including many stored product arthropod pests, for which the native geographic ranges are unknown. Cryptogenic taxa may have deleterious impacts where they occur.

Environmental Impact

A measurable change to the properties of an ecosystem caused by an alien taxon [2]. This definition applies to all ecosystems, whether largely natural or largely managed by humans, but explicitly considers only changes that have impacts on the native biota. Changes in abiotic properties of the environment caused by an alien taxon are only considered if they affect the native biota. The same alien taxon may also have impacts on human societies and economies [14], but these are not considered here.

Deleterious Environmental Impact

An impact that changes the environment in such a way as to modify native biodiversity or alter ecosystem properties to the detriment of native taxa [15]. This definition intentionally excludes societal judgments regarding the desirability or value of alien taxa, and it is assumed here that the classification will be used as a mechanism to prevent impacts that are judged to be “negative” by those concerned.

Global Population

The total number of individuals of a taxon. See also Population Size.

Sub-Population and Local Population

A sub-population is a geographically or otherwise distinct group in the global population for which there is little demographic or genetic exchange. A local population is a group of individuals within a sub-population. It may encompass all of the individuals within the sub-population (e.g. Local population 1 in [Figure 1](#)), or only some of those individuals (e.g., Local populations 2 – 4 in [Figure 1](#)). In the latter case, a local population is spatially disjunct from other groups of individuals, but shares individuals with other local populations through natural immigration, in which case it may form part of a meta-population [16]. An EICAT assessment considers impacts happening at least at the level of the local population. See also Population Size.

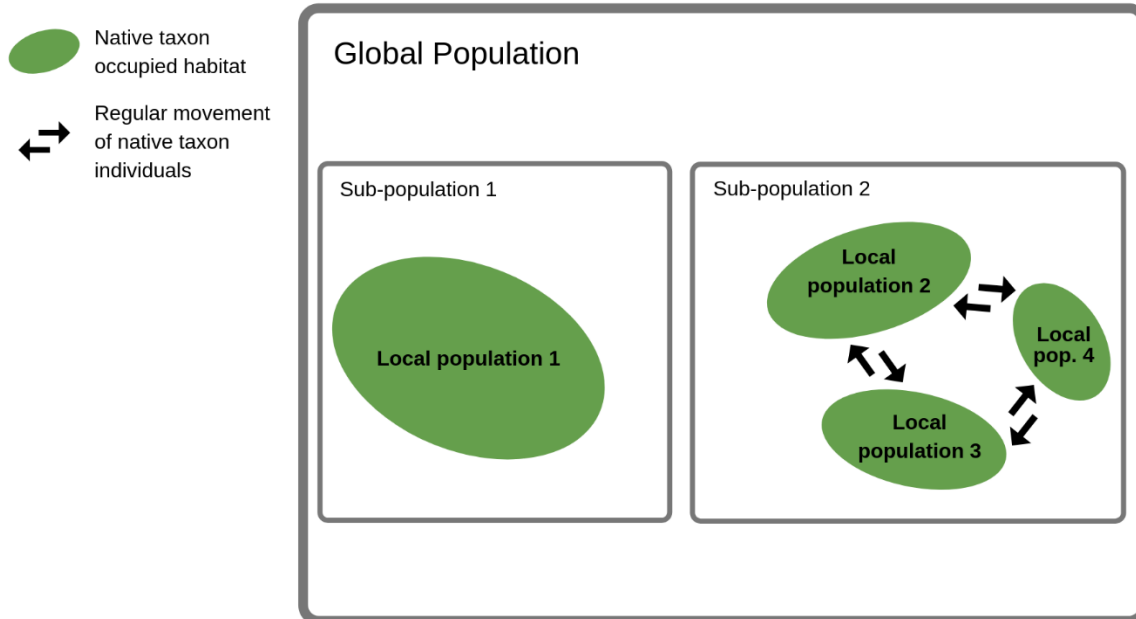


Figure 1. The relationship between Global Population, Sub-population and Local population for the purposes of EICAT assessments. The global population includes all individuals of the taxon, a sub-population is a geographically or otherwise distinct group in the population, and a local population is a group of individuals within a sub-population. In this example, Local Population 1 includes all individuals within Sub-population 1. Local populations 2, 3 and 4 are connected by frequent natural immigration, whereas Sub-populations 1 and 2 are largely isolated from each other.

Population Size

For functional reasons, primarily owing to differences between life forms, population size (whether global, sub or local) is measured as numbers of mature individuals only. In the case of taxa dependent on other taxa for all or part of their life cycles, biologically appropriate values for the host taxon should be used.

Mature Individuals

Mature individuals are the number of individuals known, estimated or inferred to be capable of reproduction. When estimating this quantity, the following points should be considered:

- Mature individuals that will never produce new recruits should not be counted (e.g., densities are too low for fertilisation).
- In the case of populations with biased adult or breeding sex ratios, it is appropriate to use lower estimates for the number of mature individuals, which take this into account.

- Where the population size fluctuates, use a lower estimate. In most cases this will be much less than the mean.
- Reproducing units within a clone should be counted as individuals, except where such units are unable to survive alone.
- In the case of taxa that naturally lose all or a subset of mature breeding individuals at some point in their life cycle, the estimate should be made at the appropriate time, when mature individuals are available for breeding.

Native Community

The assemblage of populations of naturally occurring taxa present in the area occupied by the alien taxon.

Changes to Communities

Changes to communities refer to the loss of at least one native species in the communities (local population extinction of one or more native species) due to impacts caused by the alien taxon.

Performance

Performance is a measurable fitness trait that affects the capacity of an individual organism to survive, gather resources, grow, or reproduce [see 17, 18]. Examples include biomass, plant height, number of offspring or seeds, and immunocompetence.

Decline in Population Size

A decline in global, sub- or local population size is a reduction in the number of mature individuals of a native species that has happened as a result of the introduction of the alien taxon. The downward phase in a normally fluctuating population will not count as a reduction. In cases where an alien taxon impacts on recruitment in native species, this impact will not count as a reduction in population size, unless there is also an impact on the number of mature individuals.

Local Population Extinction

The elimination of one or more native taxa due to impacts caused by the alien taxon, in part or all of the area invaded by the alien taxon (also known as extirpation). A native taxon is presumed locally extinct when there is evidence from known and/or expected habitat within the local area invaded by the alien taxon that no individuals of the native taxon remain. Local population extinction differs from global (species) extinction, which refers to the complete elimination of a native taxon from all parts of its range. In situations where a species is only known from one locality, local population extinction may also

result in the species' global extinction. This may occur on islands for example, if the introduction of an alien taxon leads to the local extinction of an island endemic species.

Naturally Reversible Changes

Following on from a Local Population Extinction, Naturally Reversible means there is evidence that if the alien taxon is no longer present, the native taxon would be likely to return to the community within 10 years or 3 generations, whichever is longer. The native taxon can return to the community naturally (e.g., individuals migrating from a metapopulation), or assisted by human re-introductions, either intentionally or unintentionally, but only where the re-introductions were occurring at a similar rate before the alien taxon led to the native species local population extinction, and the re-introductions are not for conservation purposes. Therefore, re-introductions assisted by humans that were not already in place at the time the alien taxon led to the local population extinction, and that would require extra effort (e.g., re-introductions from captivity or from other areas), are not considered as Naturally Reversible changes.

Naturally Irreversible Changes

Naturally Irreversible means there is evidence that if the alien taxon is no longer present, the native species would not return to the community within 10 years or 3 generations, whichever is longer, without additional human assistance that was not already in place at the time the alien taxon led to the local population extinction (see Naturally Reversible Changes). Local extinctions are Naturally Irreversible when there is no propagule influx of the native taxon (e.g., global extinction, isolation of the local population), or when the alien population changes the environment making it unsuitable for the native taxon to re-establish.

4. Description of EICAT Categories and Criteria

4.1. Categories

The impacts of an alien taxon are classified based on the level of biological organisation it affects (individuals → populations → communities), and the magnitude and reversibility of these impacts. The impact category assigned to an alien taxon should reflect its most severe impact to native taxa under any of the criteria listed in [section 4.2](#).

There are eight clearly defined categories into which taxa can be classified ([Figure 2](#)). Complete definitions of the categories are given in [Box 1](#). The first five categories, termed *'impact'* categories, follow a sequential series of impact scenarios describing increasing levels of impact by alien taxa. These scenarios have been designed such that each step change in category reflects an increase in the order of magnitude of the particular impact so that a new level of biological organisation is involved. Thus: **Minimal Concern (MC)** – negligible impacts, and no reduction in performance of native taxon's individuals; **Minor (MN)** – performance of individuals reduced, but no decrease in population size; **Moderate (MO)** – native taxon population decline; **Major (MR)** – native taxon local extinction (i.e. change in community structure), which is naturally reversible; and **Massive (MV)** – naturally irreversible local, or global extinction of a native taxon (i.e. change in community structure). Alien taxa should be classified based on the highest criterion level met across any of the impact mechanisms ([section 4.2](#), [Table 1](#)). Impacts that fall within the categories **Moderate**, **Major** or **Massive** are termed *'harmful'*.

The remaining three categories do not reflect the impact status of a taxon. The **Data Deficient (DD)** category highlights taxa for which evidence suggests that alien populations exist, but for which current information is insufficient to assess their level of impact. The category **No Alien Population (NA)** should be applied when there is no evidence to suggest the taxon has or had individuals existing in the wild (i.e. outside of captivity), beyond the boundary of its native geographic range. The category **Not Evaluated (NE)** applies to taxa that have not yet been evaluated against the EICAT impact categories.

Finally, the label **Cryptogenic (CG)** should be applied to taxa for which it is unclear, following evaluation, whether individuals present at a location are native or alien [13]. **CG** is not a category in itself; cryptogenic taxa should be evaluated as if they are aliens, on the basis of the precautionary principle, but their impact classification modified by the **CG** label (e.g., for a cryptogenic species with Major impact: *Genus species MR [CG]*).

Box 1. Category definitions

The abbreviation of each category (in parenthesis) follows the denomination

Minimal Concern (MC)

A taxon is considered to have impacts of **Minimal Concern** when it causes negligible levels of impacts, but no reduction in performance of individuals in the native biota. Note that all alien taxa have impacts on the recipient environment at some level, for example by altering species diversity or community similarity (e.g., biotic homogenisation), and for this reason there is no category equating to “no impact”. Only taxa for which changes in the individual performance of natives have been studied but not detected are assigned an **MC** category. Taxa that have been evaluated under the EICAT process but for which impacts have not been assessed in any study should not be classified in this category, but rather should be classified as **Data Deficient**.

Minor (MN)

A taxon is considered to have **Minor** impacts when it causes reductions in the performance of individuals in the native biota, but no declines in native population sizes, and has no impacts that would cause it to be classified in a higher impact category.

Moderate (MO)

A taxon is considered to have **Moderate** impacts when it causes declines in the population size of at least one native taxon, but has not been observed to lead to the local extinction of a native taxon.

Major (MR)

A taxon is considered to have **Major** impacts when it causes community changes through the local or sub-population extinction (or presumed extinction) of at least one native taxon, that would be naturally reversible if the alien taxon was no longer present. Its impacts do not lead to naturally irreversible local population, sub-population or global taxon extinctions.

Massive (MV)

A taxon is considered to have **Massive** impacts when it causes naturally irreversible community changes through local, sub-population or global extinction (or presumed extinction) of at least one native taxon.

Data Deficient (DD)

A taxon is categorised as **Data Deficient** when the best available evidence indicates that it has (or had) individuals existing in a wild state in a region beyond the boundary of its native geographic range, but either there is inadequate information to classify the taxon with respect to its impact, or insufficient time has elapsed since introduction for impacts to have become apparent. It is expected that all introduced taxa will have an impact at some level, because by definition an alien taxon in a new environment has a nonzero impact. However, listing a taxon as **Data Deficient** recognises that current information is insufficient to assess that level of impact.

No Alien Population (NA)

A taxon is categorised as **No Alien Populations** when there is no reliable evidence that it has (or had) individuals existing in a wild state in a region beyond the boundary of its native geographic range. In this case, absence of evidence is assumed to be evidence of absence, as it is impossible to prove that a taxon has no alien individuals anywhere in the world. Taxa with individuals kept in captivity or

cultivation in an area to which it is not native would be classified here. A taxon could currently have no individuals existing in a wild state in a region beyond the boundary of its native geographic range because it has died out in, or has been eradicated from, such an area. In these cases, there should be evidence relating to impact that causes it to be classified in one of the impact categories (**MC, MN, MO, MR, MV**), or alternatively no evidence of impact, which would cause it to be classified as **Data Deficient**.

Not Evaluated (NE)

A taxon is categorised as **Not Evaluated** when it has not yet been evaluated against the EICAT impact categories, as is also the case in the IUCN Red List [11].

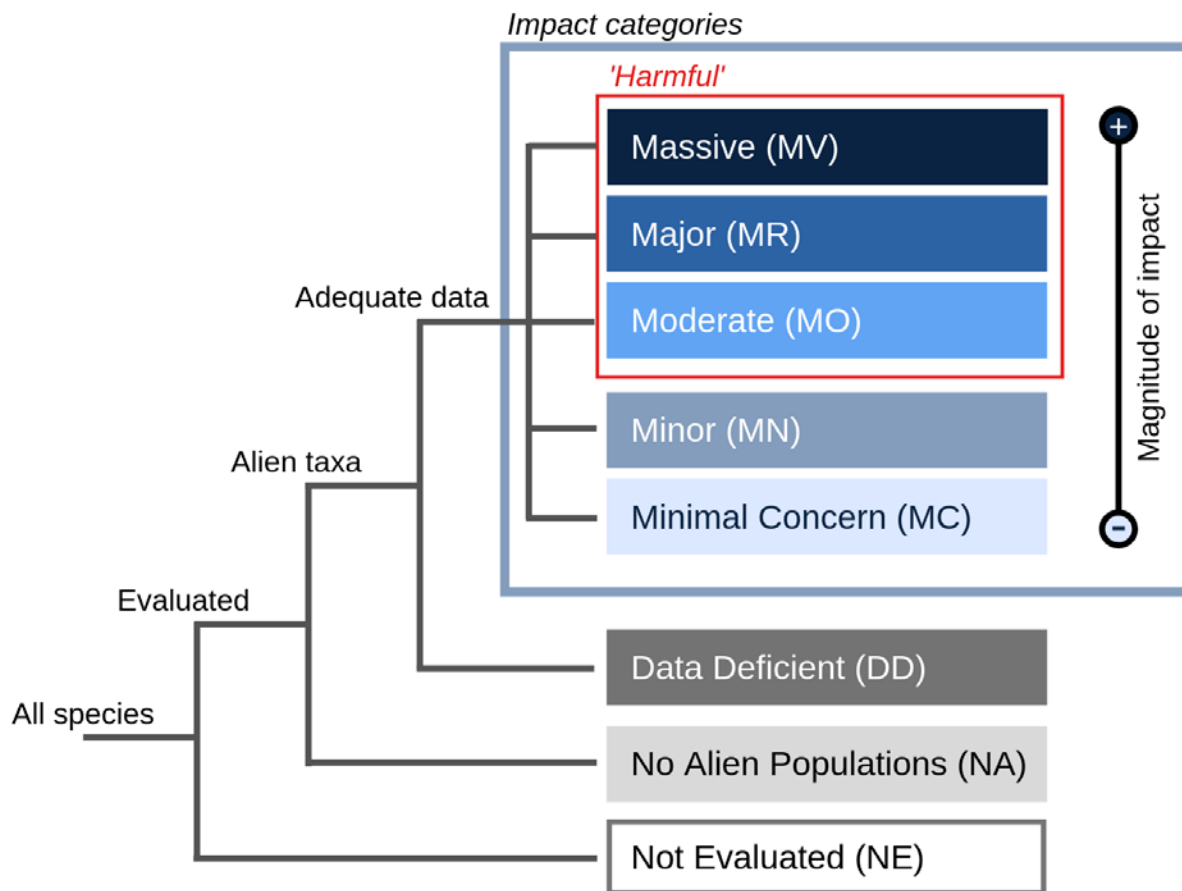


Figure 2. The different EICAT Categories and the relationship between them.

Descriptions of the categories are provided in [Box 1](#). The **Cryptogenic (CG)** label is not represented here as **CG** taxa may be found in any category.

In many cases, it is difficult to distinguish whether an alien taxon is the driver of environmental changes, or simply a passenger responding to the same driver as the natives [19]. Moreover, synergistic interactions between alien taxa and other stressors are also possible (and perhaps increasingly common) but difficult to anticipate [20]. The EICAT scheme takes a precautionary approach: when the main driver of change is unclear, it should be assumed to be the alien taxon for the purposes of the EICAT assessment. However, the classification is intended to be dynamic, allowing for updates as new or more reliable data become available, and as the documented impact history of a taxon unfolds across space and time.

4.2. Criteria

Twelve **impact mechanisms** have been identified by which alien taxa may cause deleterious impacts in areas to which they have been introduced ([Table 1](#)). For each mechanism, there are five criteria against which taxa should be evaluated, to determine the level of deleterious impact caused under that mechanism. Taxa should be evaluated against every relevant mechanism and criterion, and the highest level of criterion met under any mechanism then determines the EICAT Category to which the taxon is assigned. These mechanisms are based on those proposed by Nentwig *et al.* 2010 [21], Kumschick *et al.* 2012 [22] and Blackburn *et al.* 2014 [10]. They are aligned with those identified in the International Union for Conservation of Nature (IUCN) Global Invasive Species Database (GISD).

The impact mechanisms are:

1. **Competition** – the alien taxon competes with native taxa for resources (e.g., food, water, space), leading to deleterious impact on native taxa.
2. **Predation** – the alien taxon predated on native taxa, leading to deleterious impact on native taxa.
3. **Hybridisation** – the alien taxon hybridises with native taxa, leading to deleterious impact on native taxa.
4. **Transmission of disease** – the alien taxon transmits diseases to native taxa, leading to deleterious impact on native taxa.
5. **Parasitism** – the alien taxon parasitises native taxa, leading to deleterious impact on native taxa.
6. **Poisoning/toxicity** – the alien taxon is toxic, or allergenic by ingestion, inhalation or contact, or allelopathic to plants, leading to deleterious impact on native taxa.
7. **Bio-fouling or other direct physical disturbance** – the accumulation of individuals of the alien taxon on the surface of a native taxon (i.e., bio-fouling), or other direct physical disturbances not

involved in a trophic interaction (e.g., trampling, rubbing, etc.) leads to deleterious impact on native taxa.

8. **Grazing/herbivory/browsing** – grazing, herbivory or browsing by the alien taxon leads to deleterious impact on native taxa.
9. **Chemical impact on ecosystem** – the alien taxon causes changes to the chemical characteristics of the native environment (e.g., pH; nutrient and/or water cycling), leading to deleterious impact on native taxa.
10. **Physical impact on ecosystem** – the alien taxon causes changes to the physical characteristics of the native environment (e.g., disturbance or light regimes), leading to deleterious impact on native taxa.
11. **Structural impact on ecosystem** – the alien taxon causes changes to the habitat structure (e.g., changes in architecture or complexity), leading to deleterious impact on native taxa.
12. **Indirect impacts through interactions with other species** – the alien taxon interacts with other native or alien taxa (e.g., through any mechanism, including pollination, seed dispersal, apparent competition, mesopredator release), facilitating indirect deleterious impact on native taxa.

Alien taxa should be assessed for their impact under all the mechanisms for which data are available, and classified on the basis of evidence of their most severe impacts under any of the impact mechanisms. To qualify a particular taxon in any of the EICAT Impact Categories (**MC**, **MN**, **MO**, **MR**, **MV**), evidence of impact is needed for one (or more) of the twelve mechanisms that caused the highest impact. The criteria for classification due to impacts caused by each mechanism are described in [Table 1](#). Impacts which do not fit any of the mechanisms can still be classified, based on the general rules given in the top row of [Table 1](#).

Table 1. Criteria used to classify alien taxa by EICAT Impact Category (MC, MN, MO, MR, MV).

These categories are for taxa that have been evaluated, have alien populations (i.e., are known to have been introduced outside their native range), and for which there is adequate data to allow classification (see [Figure 2](#)). Classification follows the general principle outlined in the first row. However, the different mechanisms through which an alien taxon can cause impacts are outlined, in order to guide the assessment process.

	Massive (MV)	Major (MR)	Moderate (MO)	Minor (MN)	Minimal Concern (MC)
Categories should adhere to the following general meaning	<i>Causes local extinction of at least one native taxon (i.e., taxa vanish from communities at sites where they occurred before the alien arrived), which is naturally irreversible; even if the alien taxon is no longer present the native taxon cannot recolonise the area</i>	<i>Causes local or sub-population extinction of at least one native taxon (i.e., taxa vanish from communities at sites where they occurred before the alien arrived); which is naturally reversible if the alien taxon is no longer present</i>	<i>Causes population declines in at least one native taxon, but no local population extinctions</i>	<i>Causes reductions in individual performance (e.g., growth, reproduction, defence, immunocompetence), but no declines in local native population sizes</i>	<i>Negligible level of impacts; no reduction in performance (e.g., growth, reproduction, defence, immunocompetence) of individuals of native taxa</i>

Mechanisms

(1) Competition	Competition resulting in replacement or local extinction of one or several native taxa; changes are naturally irreversible	Competition resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Competition resulting in a decline of population size of at least one native taxon, but no local population extinction	Competition affects performance of native individuals without decline of their populations	Negligible level of competition with native taxa; reduction of performance of native individuals is not detectable
(2) Predation	Predation results in local extinction of one or several native taxa; changes are naturally irreversible	Predation results in local population extinction of at least one native taxon; naturally reversible when the alien taxon is no longer present	Predation results in a decline of population size of at least one native taxon, but no local population extinction	The alien taxon preys on native taxa, without leading to a decline in their populations	Not applicable; predation on native taxa is classified at least as MN.
(3) Hybridisation	Hybridisation between the alien taxon and native taxa leading to the loss of at least one pure native population (genomic extinction); pure native taxa cannot be recovered even if the alien and hybrids are no longer present	Hybridisation between the alien taxon and native taxa leading to the loss of at least one pure native population (genomic extinction); naturally reversible when the alien taxon and hybrids are no longer present	Hybridisation between the alien taxon and native taxa is regularly observed in the wild; local decline of populations of at least one pure native taxon, but pure native taxa persist	Hybridisation between the alien taxon and native taxa is observed in the wild, but rare; no decline of pure local native populations	No hybridisation between the alien taxon and native taxa observed in the wild (prezygotic barriers), hybridisation with a native taxon is possible in captivity
(4) Transmission of disease to	Transmission of disease to native taxa resulting in local extinction of at least one	Transmission of disease to native taxa resulting in local population extinction of at	Transmission of disease to native taxa resulting in a decline of population size	Transmission of disease to native taxa affects performance of native	The alien taxon is a host or vector of a disease transmissible to native taxa

	Massive (MV)	Major (MR)	Moderate (MO)	Minor (MN)	Minimal Concern (MC)
native species	native taxon; changes are naturally irreversible	least one native taxon; naturally reversible when the alien taxon is no longer present	of at least one native taxon, but no local population extinction; disease is severely affecting native taxa, including mortality of individuals, and it has been found in native and alien co-occurring individuals (same time and space)	individuals without leading to a decline of their populations; alien taxon is a host of a disease which has also been detected in native taxa and affects the performance of native taxa	but disease not detected in native taxa; reduction in performance of native individuals is not detectable
(5) Parasitism	Parasites or pathogens directly result in local extinction of one or several native taxa; changes are naturally irreversible	Parasites or pathogens directly result in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Parasites or pathogens directly result in a decline of population size of at least one native taxon, but no local population extinction	Parasites or pathogens directly affect performance of native individuals without decline of their populations	Negligible level of parasitism or disease incidence (pathogens) on native taxa, reduction in performance of native individuals is not detectable
(6) Poisoning/toxicity	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in local extinction of at least one native taxon; changes are naturally irreversible	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is removed	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in a decline of population size of at least one native taxon, but no local population extinction	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, affecting performance of native individuals without decline of their populations	The alien taxon is toxic/allergenic/ allelopathic, but the level is very low, reduction of performance of native individuals is not detectable
(7) Bio-fouling or other direct physical disturbance	Bio-fouling or other direct physical disturbance resulting in local extinction of one or several native taxa; changes are naturally irreversible	Bio-fouling or other direct physical disturbance resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Bio-fouling or other direct physical disturbance resulting in a decline of population size of at least one native taxon, but no local population extinctions	Bio-fouling or other direct physical disturbance affects performance of native individuals without decline of their populations	Negligible level of bio-fouling or direct physical disturbance on native taxa; reduction in performance of native individuals is not detectable
(8) Grazing/herbivory/browsing	Herbivory/grazing/browsing resulting in local extinction of one or several native taxa; changes are naturally irreversible	Herbivory/grazing/browsing resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Herbivory/grazing/browsing resulting in a decline of population size of at least one native taxon, but no local population extinction	Herbivory/grazing/browsing affects performance of individuals of native taxa without decline of their populations	Negligible level of herbivory/grazing/browsing on native taxa, reduction in performance of native taxa is not detectable
(9) Chemical impact on ecosystems	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in a	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) affecting	Changes in chemical ecosystem characteristics detectable (e.g., changes in nutrient cycling, pH), but

	Massive (MV)	Major (MR)	Moderate (MO)	Minor (MN)	Minimal Concern (MC)
	local extinction of at least one native taxon; changes are naturally irreversible	local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	decline of population size of at least one native taxon, but no local population extinction	performance of native individuals without decline of their populations	no reduction in performance of native individuals detectable
(10) Physical impact on ecosystems	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in local extinction of native taxa; changes are naturally irreversible	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in a decline of population size of at least one native taxon, but no local population extinction	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) affecting performance of native individuals without decline of their populations	Changes in physical ecosystem characteristics detectable (e.g., changes in temperature, fire or light regime), but no reduction in performance of native individuals detectable
(11) Structural impact on ecosystems	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in local extinction of native taxa; changes are naturally irreversible	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in local extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in a decline of population size of at least one native taxon, but no local population extinction	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) affecting performance of native individuals without decline of their populations	Changes in structural ecosystem characteristics detectable (e.g., changes in architecture or complexity), but no reduction in performance of native individuals detectable
(12) Indirect impacts through interaction with other species	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing local extinction of one or several native taxa, leading to naturally irreversible changes that would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing local population extinction of at least one native taxon; changes are naturally reversible but would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing a decline of population size of at least one native taxon, but no local population extinction; impacts would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) affecting performance of native individuals without decline of their populations; impacts would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) but reduction in performance of native individuals is not detectable

5. Applying EICAT

5.1. Evidence-based Scheme

EICAT assessments are based on available data, published or unpublished, on the environmental impacts of alien taxa. While EICAT provides important insights into the threat posed to new regions, it is based only on impacts that have actually been observed, or inferred based on evidence, in the introduced range. Potential impact is an estimate of the magnitude of impact that would result if an invasion occurred, which might incorporate information from the native range, trait analyses and mechanistic models. Potential impact is an essential part of risk assessment, but is not part of EICAT. The classification should not be used alone as a proxy for potential impact. Furthermore, EICAT is solely concerned with impacts in the alien range of a taxon and data and observations from the native range should not be used in assessing impacts under EICAT. Where there is uncertainty as to whether a study is in the native range or not, this should be recorded in the essential documentation.

5.2. Taxonomic Scope of Assessment

The EICAT process may be applied to species, subspecies or (for plants) varieties or cultivars, or (for animals) races introduced outside their natural past or present distribution (CBD COP 6 Decision VI/23) or to newly occurring taxa arising from breeding or hybridisation. For any EICAT assessments, the taxonomic unit used (species, subspecies, lower taxon) should be specified in the supporting documentation.

We note that invasion, and by extension impact, is a characteristic of a population, rather than a species: not all populations of a given taxon cause the same impacts. It follows that the EICAT classification of a taxon will generally reflect impacts recorded from one or a small number of populations, and that population level impacts translate into taxon-level assessments. This reflects the precautionary principle, as impact caused by one population suggests the potential for other alien populations of the same taxon to cause similar impacts elsewhere.

5.3 Lack of evidence of impact

EICAT is applicable to alien populations occurring in any biome; terrestrial, freshwater, or marine. However, the impacts of alien populations within some habitats will initially be less studied than within others, and therefore it is important that a lack of evidence of impacts is not interpreted as lack of impact. Within EICAT, lack of evidence of impact (categorised as **DD**) is treated differently to evidence of lack of impact (categorised as **MC**).

5.4. Spatial and Temporal Scale of Impacts

Assessments using EICAT are undertaken on impact data currently available for alien taxa at appropriate spatial and temporal scales. This needs to take into account the typical spatial and temporal scales over which the original native communities can be characterised. Assessments based on evidence generated at spatial or temporal scales that are very different to the scales over which the local native population can be characterised are likely to be subject to greater uncertainty.



5.5. EICAT Classification

Assessments using EICAT Categories and Criteria are undertaken on evidence of impacts at the appropriate spatial and temporal scales. An alien taxon may have been subject to many different assessments of impact, each with a different EICAT classification (Figure 2). The final EICAT Category assigned to the alien taxon is the maximum recorded impact across all of the different impact assessments (Figure 3).

It is likely that some alien taxa will be subject to management plans to control or eradicate their populations in invaded areas. A possible result is that the current highest level of impact caused by the taxon is below the highest level of impact ever recorded for the taxon (i.e. before the management took place). However, due to the known potential of the taxon to cause the highest level of impact, the maximum recorded impact remains the IUCN EICAT Category assigned to the taxon.

SPECIES XY

Individual assessments at appropriate
SPATIAL and TEMPORAL SCALE

Overall **Category**

Study 1 -	Minor		
Study 2 -	Moderate		
Study 3 -	Data Deficient		
Study 4 -	Minor		
Study 5 -	Moderate		
Study 6 -	Massive		Massive
Study 7 -	Moderate		
Study 8 -	Major		

Figure 3. How data from individual EICAT assessments of the impacts of a hypothetical alien taxon (species XY) inform the overall EICAT Category to which the taxon is assigned. The overall assessment categorises the taxon based on its highest impact anywhere (in this case, **Massive (MV)**).

5.6. Geographic Scale of the Classification

IUCN currently only reviews and displays global assessments. Global assessments are based on evidence of impact from the taxon's entire alien range, and the highest level of impact recorded anywhere in the alien range of the taxon being assessed. In practice, as most alien taxa with recorded impacts are yet to

have their impacts studied in most areas where they occur, the vast majority of EICAT assessments will use data from only part of the alien range to generate a global level taxon assessment. While the EICAT Categories and Criteria are focused only on assessments undertaken at the global scale, the EICAT process can be applied to impacts at different geographic scales, including regional, national or local (Figure 4). However, impact listings are likely to be context dependent: an impact that is observed in one area of the introduced range may not occur elsewhere, or may not be as severe elsewhere. Therefore, national or regional level assessments, which only take into account impacts which have occurred within a particular country or region, may differ markedly from global level assessments which are based on the highest level of impact recorded anywhere in the alien range of the taxon being assessed (Figure 4). Regardless of the geographic scale of the assessment, evidence of the impacts of alien taxa used for the assessment should be measured at an appropriate spatial scale, taking into account the typical spatial and temporal scale at which the invaded native communities can be characterised.

SPECIES XY		GEOGRAPHIC SCALE of Assessment	
Individual assessments at appropriate SPATIAL and TEMPORAL SCALE		NATIONAL Category	GLOBAL Category
Study 1 - France	Minor		
Study 2 - France	Moderate	Moderate	
Study 3 - India	Data Deficient	Data Deficient	
Study 4 - Viet Nam	Minor		
Study 5 - Viet Nam	Moderate		
Study 6 - Viet Nam	Massive	Massive	Massive
Study 7 - Fiji	Moderate		
Study 8 - Fiji	Major	Major	

Figure 4. How data from individual EICAT assessments of the impacts of a hypothetical alien taxon (species XY) inform the EICAT Category to which the taxon is assigned at National and Global scales. The global assessment categorises the taxon based on its highest impact anywhere (in this case, a **Massive (MV)** impact in Viet Nam). National scale assessments are based only on impacts reported from those countries (e.g. **Major (MR)** for Fiji). **Data Deficient (DD)** in India indicates that the alien taxon was assessed but no impact reports from India were found.

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About IUCN (International Union for Conservation of Nature)

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 13,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org

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About IUCN Species Survival Commission (SSC)

IUCN Species Survival Commission (SSC) IUCN SSC is a science-based network composed of around 9,000 species experts including scientists, field researchers, government officials and conservation leaders, volunteer experts from almost every country of the world, all working together towards achieving the vision of "A just world that values and conserves nature through positive action to reduce the loss of diversity of life on earth". SSC advises IUCN and its members on the wide range of technical and scientific aspects of species conservation, and is dedicated to securing a future for biodiversity. SSC has significant input into the international agreements dealing with biodiversity conservation.

www.iucn.org/species

About IUCN SSC ISSG

The Invasive Species Specialist Group (ISSG) is a global network of scientific and policy experts on invasive species, organized under the auspices of the Species Survival Commission (SSC) of the International Union for Conservation of Nature (IUCN). The ISSG promotes and facilitates the exchange of invasive species information and knowledge across the globe and ensures the linkage between knowledge, practice and policy so that decision making is informed. The two core activity areas of the ISSG are policy and technical advice, and, information exchange through our online resources and tools and through networking.

www.issg.org

IUCN Policy Statement on Primary Forests Including Intact Forest Landscapes

1. Introduction

1.1 IUCN policy context

Building upon the 2012 Jeju Resolution 5.060 *Strengthening the role of IUCN in saving the world's primary forests*, at the 2016 Hawai'i IUCN World Conservation Congress, members passed resolution WCC-2016-Res-045-EN on *The protection of primary forests, including intact forest landscapes* (PF-IFL, hereafter). This resolution requested the IUCN Director-General to ensure that the conservation of PF-IFL is an integral component of the implementation of the IUCN Programme 2017-2020 and to have the IUCN Primary Forest Task Team develop a draft policy statement on their conservation to be approved by Council.

This document responds to clause 2.a of the resolution which mandates a draft policy statement on “the importance of the conservation of PF-IFL, taking fully into account conceptual and operational issues with defining these terms so that they are broadly applicable to all forest types, including consideration of how their conservation can contribute to IUCN’s nature-based solutions.” This policy statement will be supported by the IUCN work programme, particularly the Forest Conservation Programme’s business line on primary forests in support of broader Union application.

A second guidance document provides recommendations for implementing this policy by IUCN constituents and other stakeholders, responding to operative clauses 2.b to 2.e of the resolution, namely, to examine mechanisms, opportunities for, and barriers to the protection of PF-IFL. That document also provides detailed additional references to sources of facts, data, and methods referred to here.

1.2 Global context

We are at a critical juncture in Earth’s history, where recognising the scale of the climate and the biodiversity crises confronting life on Earth, and understanding and taking action based on the linkages between them, will be critical to humanity’s survival and that of the greater community of life.

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)¹ called for the biodiversity crisis to be treated as seriously for life on Earth as the climate crisis. The 2019 IPBES Global Assessment Report highlighted the likely extinction of one million species, which received unprecedented global attention and reinforced the urgency of protecting and restoring ecosystem integrity.



The Convention on Biological Diversity (CBD) not only expressed deep concern about the impact of climate change on biodiversity, but also that the “escalating destruction, degradation, and fragmentation of ecosystems would reduce their capacity to store carbon and lead to increases in greenhouse gas emissions, reduce the resilience and stability of ecosystems, and make the climate change crisis ever more challenging” (CBD COP 14/5).²

Reflecting the increasingly recognised linkages, the CBD also called for greater integration of the key environmental Conventions – the CBD, United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention to Combat Desertification (UNCCD) – and other international instruments, and gave new emphasis to the importance of primary forests when it noted the “exceptional importance of primary forest for biodiversity conservation” and “the urgent necessity to avoid major fragmentation, damage to and loss of, primary forests of the planet...” (CBD COP 14/30).³

The 5-year assessment report of the New York Declaration on Forests noted that, “The continued loss of primary forests, at ever-increasing rates, despite their incalculable value and irreplaceability is both shocking and tragic.”⁴

The Intergovernmental Panel on Climate Change (IPCCC) 1.5°C Report (IPCC 2018)⁵ also noted that given the limited available time, substantially increased climate action on land and forests would, if combined with deep cuts in industrial emissions, provide a pathway to limit warming to 1.5 degrees – the guardrail necessary to minimise climate impacts on biodiversity and ecosystem integrity. The IPCC Special Report on Climate Change and Land noted, “while some response options have an immediate impact, others take decades to deliver measurable results. Examples of response options with immediate impacts include the conservation of high-carbon ecosystems such as peatlands, wetlands, rangelands, mangroves, and forests.” Accordingly, UNFCCC COP 25 decision 1/CP.25 “Underlines the essential contribution of nature to addressing climate change and its impacts and the need to address biodiversity loss and climate change in an integrated manner.”

Moreover, the 2019 UNEP Emissions Gap Report⁶ warns that even if all current unconditional commitments under the Paris Agreement are implemented, temperatures are expected to rise by 3.2°C, bringing even wider-ranging and more destructive climate impacts. It emphasises that all nations must substantially increase ambition in their Nationally Determined Contributions (NDCs), and the collective ambition must increase more than fivefold over current levels to deliver the cuts needed over the next decade for the 1.5°C goal.

The world community must take strong measures to address the biodiversity and climate crises if we are to avoid catastrophic outcomes. Increased leadership is



needed to drive and shape the ambition required to tackle the climate change and biodiversity crises and underpin sustainable development and each of the sustainable development goals. This policy, therefore, is framed to help meet these unprecedented challenges and to assist IUCN to provide the global leadership and guidance called for on PF-IFL.

Whether looked at it in isolation or together, the importance of tackling both crises by improving the protection, restoration, and management of all-natural ecosystems and, in particular, protecting and restoring high integrity, bio-diverse, carbon-rich ecosystems such as PF-IFL, has never been more urgent.

The severe consequences for humanity of biodiversity loss are a hidden terror already prevalent but rarely understood by society. To secure life on Earth, we need bold, transformative action, underpinned by sound science and effective policy
(IUCN submission to the CBD on the post-2020 framework)

2. Purpose, scope and target audience

2.1 Purpose and scope

PF-IFL play a pivotal role in providing essential, effective, and enduring nature-based solutions to address the biodiversity and climate crises that the world is facing. The purpose of this policy statement is to promote understanding of the importance of the conservation of the PF-IFL and to provide guidance on how their conservation can contribute to nature-based solutions for critical challenges facing the world community including responding to climate change, respecting planetary boundaries, protecting and restoring biodiversity and cultural heritage, and advancing sustainable development. It is relevant to all aspects of the design, implementation, and governance of IUCN forest-related policies, guidelines, programmes, and projects. This policy and the accompanying implementation guidance document highlight the benefits of PF-IFL, mechanisms, barriers to, and opportunities for their protection, and how they can be best identified and monitored in different ecosystem contexts, and socio-ecological circumstances.

2.2 Target audience

The primary audience of this policy is all constituent parts of IUCN, including Members, Commissions, Secretariat, and National and Regional Committees, along with partners in communities, governments, the private sector, and non-government organisations (NGO), academic and research institutions as well as other stakeholders involved in and concerned with forest ecosystems and landscape management. It is

intended to guide the work of the IUCN Secretariat and Commissions and to inform and assist the policies, programmes and activities of Member organisations.

The policy will also contribute to IUCN's engagement with and submissions to the UNFCCC and the implementation of the Paris Agreement, the CBD, the Sustainable Development Goals (SDG), the U.N. Forum on Forests, and the UNCCD, among other relevant high-level international policy processes.

3. Policy statement

3.1 The special value of PF-IFL

PF-IFL should be differentiated from other forests based on forest condition

- PF-IFL represent one end of a gradient or continuum of ecological condition that reflects the impact of human activities – from minimal to severe. Three broad categories of forest condition can be readily distinguished along this gradient: (i) PF-IFL, (ii) degraded, but naturally regenerating forests, and (iii) plantation forests.
- It is important to understand and recognize the differences between these forest conditions to ensure that the benefits and risks of different management decisions are transparently evaluated. Failure to do so can result in adverse outcomes and management decisions, for biodiversity conservation, nature-based climate solutions, and sustainable livelihoods.

PF-IFL should be recognised as providing greater benefits than forests in poorer condition

- There are significant differences between these three major categories of forest condition in terms of biodiversity, carbon stocks, and other ecosystem services, their stability, resilience, and adaptive capacity and the benefits they provide to people. PF-IFL consistently provide benefits and functions that are unique, or of significantly higher quality, than those provided by degraded or plantation forests in the same ecological context across most ecosystem services. For example, PF-IFL play a critical role in providing the following benefits:
 - (i) Terrestrial and freshwater biodiversity conservation;
 - (ii) Contributions to climate change mitigation and adaptation;
 - (iii) Sustainable development pathways (local, national and global);
 - (iv) Health, cultural wellbeing, and livelihoods of Indigenous Peoples and local communities; and
 - (v) Provision of other ecosystem services.

Hence, protecting and managing PF-IFL is a higher priority for delivering climate, biodiversity and development goals than action in non PF-IFL.

The ongoing loss and damage of PF-IFL should be recognised as a significant problem

- PF-IFL are facing myriad threats globally, including:
 - (i) Decline in their extent (i.e. deforestation); and
 - (ii) Degradation (including fragmentation).
- There is clear evidence that PF-IFL are difficult, if not impossible, to replace in human time scales and irreplaceable in the time scales needed to tackle the climate and biodiversity crises as well as development challenges.

3.2 Actions recommended to all stakeholders

All stakeholders should act to enhance the conservation and restoration of PF-IFL wherever possible:

- The locations of PF-IFL should be identified urgently in all jurisdictions or ecological regions holding them, using datasets and stakeholder involvement relevant to specific national and regional contexts – to understand the threats they face, to define opportunities, including for connectivity and importance for biodiversity, ecosystem services, and carbon sequestration and storage, and to clarify the range of management options available to protect and improve their condition.
- Actions relating to forests by all stakeholders should prioritise the maintenance and enhancement of PF-IFL by ensuring that deforestation and degradation (including fragmentation) are avoided in these areas, and that restoration is promoted where required. Management options include:
 - Utilising spatial planning and zoning to: (i) regulate land use activities; (ii) enhance, buffer and reconnect areas of PF-IFL and; (iii) incorporate PF-IFL protection into ecosystem-based disaster risk management, including by overlaying customary land areas with disaster planning.
 - Implement strict and effective protection of PF-IFL within existing protected areas in all regions. Effective protection including the allocation of necessary human and financial resources and banning commercial logging, which leads to the degradation of PF-IFL.
 - Expanding PF-IFL Protected Areas networks and ecological corridors by looking at the full range of co-management tools including, Indigenous and

- Community Conserved Areas (ICCAs), Other Effective Area-Based Conservation Measures (OECMs), and indigenous territories.
- Encouraging land conservancies to protect and restore PF-IFLs on private land.
 - Increasing enforcement capacity for protection (e.g., through increased funding for surveillance and equipment).
 - Improving the planning, design, and regulation of roads to: (i) avoid further fragmentation of PF-IFL and Protected Areas, and (ii) differentiate between roads needed for community development and industrial development.
 - Encouraging restoration of degraded natural forests, including, where feasible and appropriate, of commodity production forests to improve carbon sequestration and storage and the outlook for biodiversity, ecosystem integrity, stability and resilience.
 - Encouraging policy and legislative reforms that will ensure the protection of PF-IFL in Protected Areas and private concessions.
- Promote research, studies and awareness raising activities that facilitate understanding of the value for PF-IFL since this will promote their conservation as a means to tackle the climate and biodiversity crises.

3.3 Considerations of how the conservation of PF-IFL can contribute to IUCN's nature-based solutions

- The IUCN Global Programme and Secretariat's Forest Conservation Programme of work already recognise the importance of protecting and conserving PF-IFL in tackling the climate and biodiversity crises and sustainable development. The Global Programme is revised every four years, which provides timely opportunities to update the focus of IUCN's work on the two crises and elevate the importance of protecting PF-IFL. Improving the conservation status of PF-IFL should be a standard component of the Secretariat's forest programme of work.
- The protection and conservation of PF-IFL are at the centre of and the highest priority in, forest based solutions to the climate change and biodiversity crises, and also prioritised in the Global Standard on Nature-Based Solutions being developed by the Ecosystem Management Programme and Commission.
- As per engagement with the private sector, IUCN make clear that: (1) the loss of PF-IFL cannot be compensated for through reforestation or afforestation; (2) industrial extractive activities in PF-IFL are inappropriate; and (3) build on land use planning and other opportunities in the 'natural capital protocol' to ensure that

protection and sustainable use of PF-IFL is encouraged and not compromised in decision making. Further, all programmatic areas of the Secretariat and Commissions should consider how this goal can be integrated and reflected in their work programmes and plans, and how greater collaborative and focussed effort across programmes, commissions, and task-forces could increase the effectiveness of IUCN's efforts to tackle the climate and biodiversity crises.

- Commissions with climate change specialist working groups include the World Commission on Environmental Law, World Commission on Protected Areas, and the Species Survival Commission. Focus and integration would be facilitated if all Commissions contributed to a cross commission working group or some other collaborative mechanism to help ensure that the role of PF-IFL in addressing climate and biodiversity issues is being adequately integrated in their work plans and priorities.
- Council Task Forces also provide another avenue for whole-of-union engagement with climate and biodiversity, including PF-IFL issues.
- IUCN work on post-2020 CBD targets, Nature-Based Solutions to Climate Change, 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 PF-IFL and all other primary including intact ecosystems.

4.0 Definitions, Values & Benefits

4.1. Differentiation of forests based on their ecological condition

Formal internationally recognised definitions of a 'forest' are inadequate for conservation purposes as they are based on minimal criteria (typically, land spanning more than 0.5 hectares with trees higher than 5 meters and a canopy cover of more than 10 percent, or trees able to reach these thresholds) and ignore differences in ecological condition.

Principle 7 of the Rio Declaration reads, "States shall co-operate in a spirit of global partnership to protect and restore the health and integrity of Earth's ecosystem." Ecosystem integrity can be eroded by many forms of human use – in particular activities of industrial-scale or intensity such as commercial logging, building infrastructure, fragmentation by large scale agriculture and roads, trade-driven hunting, and major changes in hydrological or fire regimes.

Forests that have been least affected by these pressures and where structure, composition, and function are predominantly the result of ecological and evolutionary processes, generally support the highest levels of many desirable environmental values and deliver the highest level of ecosystem services.

Primary forests are naturally regenerated forests of native tree species, including mangroves and peat forests, whose structure and dynamics are dominated by ecological and evolutionary processes, including natural disturbance regimes, and where if there has been significant prior human intervention it was long enough ago to have enabled an ecologically mature forest ecosystem to be naturally re-established. Many primary forests are also home to Indigenous Peoples and local communities and are the basis of their identity, culture, belief system, traditional knowledge, and livelihoods; a forest that meets the definition above would not be excluded due to the presence of these communities.

As used here, primary forest is a broad term which encompasses related terms including: stable forest,⁷ intact forest,⁸ old-growth, frontier, long-untouched and virgin forest⁹ and is consistent with the ways 'primary forests' are defined by other authorities such as the CBD and the United Nations Food and Agriculture Organization (FAO).

While primary forests of all extents have conservation value, areas of greater extent warrant particular attention where they persist, as they support more biodiversity, contain larger carbon stocks, provide more ecosystem services, encompass larger-scaled natural processes, and are more resilient to external stresses. The significance of large areas of primary forests has been highlighted by the global mapping of Intact Forest Landscapes (IFL) greater than 500 km² in extent.¹⁰ While suitable for many purposes, other thresholds may be more suitable at regional and national levels that reflect local ecological factors.

Further down the forest condition gradient are largely naturally regenerating forests which have experienced significant degradation, for example, due to forest management for commodity production.¹¹ A range of conditions is evident within this broad category depending on the intensity of silvicultural management regimes and/or other human uses.

The most intensive forms of silviculture result in forests in a third broad category – plantation forests (including timber plantations, agroforests, shelterbelts and so on) that are predominantly composed of trees established through planting and/or deliberate seeding.

Unless key international policy regimes recognise the differences between the three broad categories of forest condition, the loss and degradation of PF-IFL can go unreported or under-reported. While geographically, there will always be 'fuzzy

boundaries' between categories along a gradient, approaches and data sets are now available to map, at a global scale, the three main condition categories: (1) PF-IFL; (2) naturally regenerated but degraded; and (3) plantation forests. For example, a number of approaches and sets of indices have been proposed and applied to measure and map ecosystem condition which can be applied to forests (for example primary forest mapping,¹² IFL mapping,¹⁰ Ecosystem Red List criteria,¹³ forest intactness indices,¹⁴ Human Footprint index,¹⁵ Wilderness Quality Index,¹⁶ and mapping of planted forests¹⁷). However, lack of data at the national and subnational jurisdictional levels in some geographies can limit the ability of some countries to report reliably on forest condition. Where feasible, knowledge gaps can be filled by incorporating local and traditional knowledge and combining citizen science approaches.

4.2. Distinct importance and benefits

IUCN has recognised that PF-IFL play a critical role in maintaining biodiversity, providing ecosystem goods and services on which human society depends, and contributing to national development and advancement of the goals of the CBD, the Paris Agreement, and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

Effective policy formulation and programme delivery requires an understanding of: (1) the linkages between the ecosystem, climate, cultural, spiritual and livelihood dimensions of PF-IFL; (2) the relationship between biodiversity, ecosystem integrity, and ecosystem services; and (3) how PF-IFL contribute to addressing both the climate and biodiversity crises.

Feedback loops between climate change and biodiversity flow both ways. The higher the level of ecosystem integrity, the less prone forests are to damage and loss from pests, disease, drought, fire, and the impacts of climate change. Biodiversity underpins ecosystem integrity and the stability, resilience, and adaptive capacity of forests.¹⁸

(i) Terrestrial and freshwater biodiversity

Forest biodiversity generally declines along a coarse gradient from old-growth forest to secondary forest, agroforestry, plantations, arable crops and pasture – and studies of regenerating forests demonstrate that biotic recovery occurs over considerably longer time scales than structural recovery, and that reestablishment of certain species and functional group composition can take centuries or millennia.¹⁹

Tropical forests alone may hold up to 2/3 of all terrestrial species,²⁰ providing unique habitat characteristics critical for large numbers and a wide variety of plants and wildlife, including the 'hidden' biodiversity – invertebrate and fungal diversity, including the soil biota, that underpin the productivity and stability of ecosystems. Many unique, specialised features are only found in old forests and within forest interior

microclimates, and we are still discovering new species in them. Examples of wildlife dependence on features only found in PF-IFL are evident in all forest ecosystems, for example: (1) ~300 species of hollow-dependent arboreal vertebrate animals in temperate Australian forests;²¹ (2) Canadian boreal bird species that are dependent on older forest – such as golden-crowned kinglets, bay-breasted warblers – show a strongly skewed distribution to older stands²² or are forest interior specialists;²³ and (3) boreal forest management has been found to have caused woodland caribou (*Rangifer tarandus*) and grizzly bear (*Ursus arctos*) to undergo long-term range contractions.²⁴

The scale of the biodiversity crisis shows every sign of escalating. Habitat loss, fragmentation, and degradation increase as development pressures increase and as ecosystems suffer additional shocks associated with climate change. Reversing the rapid declines in biodiversity will require strong policy and practical action at every level. Conserving the remaining PF-IFL and preventing fragmentation and industrial development is an essential and urgent component of a comprehensive approach to addressing the biodiversity crisis.

Furthermore, in a time of unprecedented ecological change, PF-IFL provide important reference areas for biodiversity and ecosystem integrity against which to assess the condition of degraded natural forests and the effectiveness of restoration action. Even small areas of primary forest are needed to conserve biodiversity, serving as refugia for threatened species, core patches for landscape restoration and connectivity conservation initiatives, and functioning as source habitats for ecological restoration.

The role of PF-IFL in supporting freshwater biodiversity and ecosystem integrity is often forgotten or underestimated. The quality and regular supply of fresh water is an increasingly critical ecosystem service in the face of increasing development and climate pressure.

(ii) Climate change action for mitigation and adaptation

(a) Mitigation

PF-IFLs offer higher value, more stable, and resilient climate mitigation benefits compared to naturally regenerating production forests and plantations. Their superior resilience and stability minimise risks of their carbon stocks prematurely entering the atmosphere.

In tropical forest ecosystems, PF-IFL store around 35% more carbon than production forests, but the difference can be much more or less depending on the intensity and frequency of logging.²⁵ Temperate PF-IFL in Australia have been found to store 50-60% more carbon than production native forests.^{26,27,28} It has been emphatically established that in tropical, subtropical and temperate forests on all continents, large

old trees do not act simply as senescent carbon reservoirs but actively fix large amounts of carbon compared to smaller trees. At the extreme, a single big tree can add the same amount of carbon to the forest within a year as is contained in an entire mid-sized tree.²⁹

Boreal forests are of special concern given that they account for approximately 25% of the planet's forest area and contain more than 35% of all terrestrial carbon. Their carbon dynamics differ from tropical, subtropical and temperate forests in terms of the proportion of ecosystem carbon stocks found in living biomass. The total stock of boreal forest ecosystem carbon is globally significant with estimates in the range of: biomass 40.7 Pg C; dead biomass 7.2 Pg C; soil to 3m 1,307 Pg C; and peat 547 Pg C.³⁰ Also significant in boreal forests is buried deadwood (up to 935 m³ ha⁻¹), which failing to account for can lead to misinterpretations of ecosystem dynamics.³¹ Half (0.6310⁹ ha) of the PF-IFL are located in the boreal and temperate regions of the Northern Hemisphere.³² Old-growth forests are usually carbon sinks that steadily accumulate carbon for centuries with boreal and temperate forests alone sequestering at least 1.360.5GtC annually. Old-growth forests contain vast quantities of carbon and will lose much of this carbon to the atmosphere if disturbed.³² Furthermore, it has been evident for some time that salvage logging of boreal forests does not replicate forest structure and biomass loss resulting from natural fires.³³

Protecting PF-IFL through conservation management is an important mitigation strategy because it avoids emission from deforestation and degradation as well as enabling ongoing sequestration into the growing ecosystem carbon stock. Moreover, their higher levels of ecosystem integrity, compared to production and plantation forests, means they have greater resistance, resilience, and adaptive capacity in the face of increasing external perturbations, including climate change impacts, and therefore support more stable and long-term carbon stocks.^{34,35}

Land-based mitigation actions, including forest protection, improved conservation management, and restoration, could provide as much as 37% of cost-effective mitigation needed by 2030 to keep global warming well below 2°C.³⁶ Avoiding emissions from deforestation and forest degradation by prioritising the protection of PF-IFL, and improving sequestration through the restoration of previously cleared or degraded natural forests, will be essential if we are to limit global warming to 1.5 °C above pre-industrial levels as recommended by the IPCC Special Report⁵ on land.

Primary forests in all biomes protect rich, relatively stable carbon stocks either above or below ground, or both. Tropical primary forests protect the largest living biomass carbon stocks, most of which is stored in big old trees. The cool wet temperate forests are home to some of the most carbon-dense forests on Earth, storing large amounts of carbon in big old trees, soil and the coarse woody debris on the forest floor. Boreal

forests accumulate vast stocks of below-ground carbon. It is particularly important to avoid draining peat soils or other damage directly or indirectly arising from industrial activities to these carbon-rich soils, and particularly to those encompassing areas of permafrost.

The climate crisis dictates that we dramatically reduce emissions from all sources by 2030 and achieve net-zero by 2050. Climate action in land and forests must be scaled up, not as a substitute for reducing emissions from fossil fuels but to help achieve the level of ambition necessary to limit warming to as close as possible to 1.5 degrees – the guardrail needed to minimise the loss of biodiversity, ecosystem integrity, and the ecosystem services on which all life depends.

(b) Adaptation

While ecosystem-based adaptation (EbA) is a well-known adaptation strategy, the importance of PF-IFL for their role in facilitating natural adaptation by species in addition to providing benefits for people is currently under-recognised.

One of the key roles for PF-IFL in protecting biodiversity in the face of climate change will be to act as refugia and source habitats. To keep pace with climate change, tree and animal species will need to migrate at paces that may far exceed those observed in the historical-paleo record. Human barriers and fragmentation make the situation far worse.

Biodiversity and Indigenous Peoples play a critical, functional role in key ecological and evolutionary processes, including adaptation to climate change, which depends on natural selection having sufficient diversity at every level to yield optimum stability and integrity to changed environmental conditions. Natural selection operates on the pool of available ecosystems, species, and genes to yield the characteristic biodiversity best suited to environmental conditions, which in turn generates ecosystem-level outcomes that contribute to ecosystem integrity. At a time of rapid climate and other change, maximising available genetic, species, habitat and ecosystem diversity is a key strategy to support natural adaptation responses. Maintaining PF-IFL is thus a critically important adaptation strategy.

The role of PF-IFL in EbA for people is considered further in the sections on other ecosystem services.

(iii) Sustainable development pathways

The Millennium Ecosystem Report (2005) went to great lengths to explain the interconnections amongst all elements and all scales of biodiversity. “Breathable air, potable water, fertile soils, productive lands, bountiful seas, the equitable climate of Earth’s recent history, and other ecosystem services are manifestations of the

workings of life. It follows that large-scale human influences over this biota have tremendous impacts on human well-being. It also follows that the nature of these impacts, good or bad, is within the power of humans to influence.”

The importance of ecosystem integrity and the benefits to people from the ecosystem services from PF-IFL have been under-valued and under-recognised in both the framing and implementation of the UN Sustainable Development Goals. Some progress, however, is evident in the High-Level Political Forum on Sustainable Development (2018) review of Goal 15 ‘Life on Land’ which noted that, “The monitoring framework of SDG 15 does not capture essential elements related to *quality* that are crucial for more meaningful results, pointing to the need for additional indicators in areas such as forest intactness, management effectiveness of protected areas, and meaningful integration of biodiversity into other processes. No indicator exists yet to measure the integration of ecosystem and biodiversity values into national planning; it is likely that a future indicator will be based on national self-assessments of progress towards national targets, possibly with a rating system to provide a degree of standardization.”

Achieving the SDGs, therefore, depends on maintaining and enhancing ecosystem conditions. This means that the protection and conservation management of PF-IFL need to be integrated into climate-resilient development pathways.

(iv) Other ecosystem services and functions

In addition to the benefits they provide for climate change responses and biodiversity conservation, PF-IFL contribute to all the major categories of ecosystem services including supporting, provisioning, regulating services and reciprocal relationships that underpin cultural services and support human health and well-being. Key examples include:

- Maximising regional precipitation through water recycling;
- Delivery of the cleanest water supply;
- Air quality;
- Enhanced resistance to drought, fire, disease, invasive species and pests;
- Spiritual, recreational and human mental and physical health services; and
- The knowledge and belief systems of Indigenous Peoples and local communities.

In a world facing an escalating likelihood of extreme weather events including drought and catastrophic fire, forest resistance and resilience will be increasingly important. Forests with high ecosystem integrity, such as closed-canopy tropical and temperate primary forests, are far less susceptible and vulnerable to drought and fire than degraded and plantation forests. The presence of species in their natural patterns of

distribution and abundance ensures that ecosystems have the maximum possible checks and balances to prevent any one species from increasing to the point where other ecosystem components are threatened.

(v) Health, cultural wellbeing and livelihoods of Indigenous Peoples and local communities (IP&LC)

Indigenous Peoples have rights to or manage at least 37.9 million km² of land, accounting for 37% of all remaining natural lands, of which 7.8 million km² (20.7%) are within protected areas – 40% of the global protected area.³⁷ Indigenous lands and other protected areas created to safeguard land rights, indigenous livelihoods, biodiversity, and other values contain globally significant stocks of carbon, mainly in forests. Amazonian indigenous land contains some 28 Gt C,³⁸ which is around 25% of the remaining carbon budget of ~114 Pg C for a 66% probability of limiting global warming to 1.5 °C above pre-industrial levels³⁹ (IPCC 2019). In Brazil, Indigenous lands are the most important barrier to Amazon deforestation and degradation.⁴⁰ However, of the world's tropical and subtropical forests in territories that are collectively managed by Indigenous Peoples, 1/3 is in areas where Indigenous Peoples and local communities (IP&LC) lack formal recognition of their tenure rights or where enforcement is inadequate.

Cultural values and biodiversity conservation are intimately linked in areas managed by IP&LC. Relationships between IP&LC and with their homelands, including plants and wildlife, have co-shaped many forest ecosystems. Sophisticated governance systems help protect key plants and wildlife and areas of important spiritual value.

Increasingly, the design and management of protected areas recognises the relationship between IP&LC and their Homelands and the resulting underpinning provided by IP&LC for biodiversity protection and ecosystem integrity.

“Funding indigenous to implement these strategies, need to show respectful relationship with indigenous communities is possible and nurture that – we are resilient like the primary forests, not much of us left, but we are still here despite centuries of attack, genocide that continues to this day— but I think we also need protection like the primary forests because like the forests we have teachings and values that the world could benefit from, our elders and spiritual teachers speak to the trees, our blood has been here since time immemorial – that relationship is sacred and a gift that we need to nurture to survive.” –Jennifer Simard

4.3. The decline in the extent and on-going fragmentation, damage, and loss

Around 30% of pre-industrial PF-IFL forest cover has been lost and globally net deforestation was estimated to be 70,000 km² per year in the tropics alone.⁴¹ Declines in deforestation over the last decade have ceased in some areas and are again on the rise in critically important areas such as the Amazon. These statistics are worrying,

but global area-based data on forest cover provide little indication of ongoing changes in forest ecosystem integrity and are inadequate for assessing vulnerability of PF-IFL to further loss and damage.

Despite extensive global conservation programmes and initiatives, the available data show that rates of loss and damage to PF-IFL have not slowed. Studies suggest that, in aggregate, forest degradation may be as significant for carbon emissions as deforestation.⁴²

Fragmentation, particularly by new roads is projected to increase very significantly. The scale of the potential threat is illustrated by scientific research and analysis which reveals that: (1) by 2050, 25 million kilometres of planned new roads (the equivalent of circling the Earth 625 times) will vastly increase the human footprint on the planet; (2) 50,000 km of new logging roads are proposed for the Congo Basin alone and 7,500 additional km in the Brazilian Amazon; and (3) new roads are opening up the last intact forest landscapes in Sumatra, Kalimantan and New Guinea, and bisecting many forested protected areas. There is ongoing primary and old-growth forest lost recorded even in the wealthiest regions such as Europe, where inappropriate and illegal logging threatens the last remaining primary forests in the Carpathian Mountains.⁴³ Core forests are collapsing with 70% of all forests now less than 1km from an edge: habitat fragmentation reduces biodiversity by 13 to 75% and impairs key ecosystem functions by decreasing biomass and altering nutrient cycles. Effects are greatest in the smallest and most isolated fragments, and magnify with the passage of time. Fragmentation of tropical forests has reached critical thresholds.^{44,45,46}

Large-scale production of timber and other commodities reduces the carbon stock, biodiversity value, and stability and resilience of PF-IFL, even in well-managed forests. Forest conservation initiatives based on introducing sustainable forest management into PF-IFL as a well-intentioned strategy aimed at preventing deforestation, nevertheless cause significant damage and increase the vulnerability of forests to further loss and degradation.

¹ Díaz, S., Settele, J., Brondízio, E., Ngo, H., & Guèze, M. (2019) Summary for policymakers of the global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

² CBD/COP/DEC/14/5 30 November 2018 ; <https://www.cbd.int/doc/decisions/cop-14/cop-14-dec-05-en.pdf>

³ CBD/COP/DEC/14/30 30 November 2018; <https://www.cbd.int/doc/decisions/cop-14/cop-14-dec-30-en.pdf>

⁴ NYDF Assessment Partners. (2019). Protecting and Restoring Forests: A Story of Large Commitments yet Limited Progress. New York Declaration on Forests Five-Year Assessment Report. Climate Focus (coordinator and editor)

⁵ IPCC (2018): Summary for Policymakers. In: Global warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [V. Masson-Delmotte, P. Zhai, H. O. Pörtner, D. Roberts, J. Skea, P. R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J. B. R. Matthews, Y. Chen, X. Zhou, M. I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, T. Waterfield (eds.)]. World Meteorological Organization, Geneva, Switzerland, 32 pp

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⁷Funk, J. M. et al. (2019) 'Securing the climate benefits of stable forests', *Climate Policy*. Taylor & Francis, 9(7), pp. 845–860. doi: 10.1080/14693062.2019.1598838.

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¹² Turubanova, S., Potapov, P. V., Tyukavina, A., & Hansen, M. C. (2018). Ongoing primary forest loss in Brazil, Democratic Republic of the Congo, and Indonesia. *Environmental Research Letters*, 13(7), 074028. h

¹³ Burns, E. L. et al. (2015) 'Ecosystem assessment of mountain ash forest in the Central Highlands of Victoria, south-eastern Australia', *Austral Ecology*, 40(4), pp. 386–399. doi: 10.1111/aec.12200.

¹⁴ Watson, J. E. M. et al. (2018) 'The exceptional value of intact forest ecosystems', *Nature Ecology & Evolution*. Available at: <https://doi.org/10.1038/s41559-018-0490-x>.

¹⁵ Wildlife Conservation Society - WCS, and Center for International Earth Science Information Network - CIESIN - Columbia University. 2005. Last of the Wild Project, Version 2, 2005 (LWP-2): Global Human Footprint Dataset (Geographic). Palisades, NY: NASA Socioeconomic Data and Applications Center (SEDAC). <http://dx.doi.org/10.7927/H4M61H5F>.

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<https://ijw.org/2018-mapping-wilderness-in-mainland-china/>

¹⁷ Harris, N.L., E.D. Goldman, and S. Gibbes. 2019. "Spatial Database of Planted Trees Version 1.0." Technical Note. Washington, DC: World Resources Institute. Available online at: <https://www.wri.org/publication/spatialdatabase-planted-trees>.

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IUCN Global Nature based Solutions Standard

Criteria and Indicators

Issue being addressed	Criteria	Indicators
Societal challenges	1. NbS effectively address societal challenges	1.1 The most pressing societal challenges for rights holders and beneficiaries are prioritised
		1.2 The societal challenges addressed are clearly understood and documented
		1.3 Human wellbeing outcomes arising from the NbS are identified, benchmarked and periodically assessed
Design at scale	2. Design of NbS is informed by scale	2.1 Design of NbS recognises and responds to the interactions between the economy, society and ecosystems
		2.2 Design of NbS integrated with other complementary interventions and seeks synergies across sectors
		2.3 Design of NbS incorporates risk identification and risk management beyond the intervention site
Biodiversity net-gain	3. NbS result in net gain to biodiversity and ecosystem integrity	3.1 NbS actions directly respond to evidence-based assessment of the current state of the ecosystem and prevailing drivers of degradation and loss
		3.2 Clear and measurable biodiversity conservation outcomes are identified, benchmarked and periodically assessed
		3.3 Monitoring includes periodic assessments for unintended adverse consequences on nature arising from the NbS
		3.4 Opportunities to enhance ecosystem integrity and connectivity identified and incorporated into the NbS strategy
Economic feasibility	4. NbS are economically viable	4.1 The direct and indirect benefits and costs associated with the NbS, who pays and who benefits, are identified and documented
		4.2 A cost-effectiveness study is provided to support the choice of NbS including the likely impact of any relevant regulations and subsidies
		4.3 The effectiveness of an NbS design is justified against available alternative solutions, taking into account any associated externalities
		4.4 NbS design considers a portfolio of resourcing options such as market-based, public sector, voluntary commitments and actions to support regulatory compliance
Inclusive governance	5. NbS are based on inclusive, transparent and	5.1 A defined and fully agreed upon feedback and grievance resolution mechanism is available to all stakeholders before an NbS intervention can be initiated

	empowering governance processes	<p>5.2 Participation is based on mutual respect and equality, regardless of gender, age or social status, and upholds the right of Indigenous Peoples to Free Prior and Informed Consent (FPIC)</p> <p>5.3 Stakeholders who are directly and indirectly affected by the NbS have been identified and involved in all processes of the NbS intervention</p> <p>5.4 Decision-making processes document and respond to rights and interests of all participating and affected stakeholders</p> <p>5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision-making among the stakeholders in those jurisdictions affected by the NbS</p>
Balance trade-offs	6. NbS equitably balances trade-offs between achievement of their primary goal(s) and the continued provision of multiple benefits	<p>6.1 The potential costs and benefits of associated trade-offs of the NbS intervention are explicitly acknowledged and inform safeguards and any appropriate corrective actions</p> <p>6.2 The rights, usage of and access to land and resources, along with the responsibilities of different stakeholders are acknowledged and respected</p> <p>6.3 Established safeguards are periodically reviewed to ensure that mutually-agreed trade-offs limits are respected and do not destabilise the entire NbS</p>
Adaptive management	7. NbS are managed adaptively, based on evidence	<p>7.1 A NbS strategy is established and used as a basis for regular monitoring and evaluation of the intervention</p> <p>7.2 A monitoring and evaluation plan is developed and implemented throughout the intervention lifecycle</p> <p>7.3 A framework for iterative learning that enables adaptive management is applied throughout the intervention lifecycle</p>
Mainstreaming	8. NbS are sustainable and mainstreamed within an appropriate jurisdictional context	<p>8.1 NbS design, implementation and lessons learnt are shared for triggering transformative change</p> <p>8.2 NbS inform and enhance facilitating policy and regulation frameworks to support its uptake and mainstreaming</p> <p>8.3 Where relevant, NbS contribute to national and global targets for human wellbeing, climate change, biodiversity and human rights, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)</p>

Membership applications recommended for admission to 98th Council in February 2020 & approved by 98th Council (incl. deferrals at the end of the list)

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	Organisation pour la Nature, l'Environnement et le Développement du Cameroun (Organization for the Nature, Environment and Development of Cameroon)	ONED	Cameroon		NG	1) NG/24743 Nature Tropicale, Benin 2) NG/25723 Green Connexion, Cameroon	Oned
	2	Associação para a Defesa do Ambiente e Desenvolvimento (Association for Environmental Protection and Development)	ADAD	Cape Verde		NG	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal 2) NG/25207 Association Naforé pour la Protection de l'Environnement, Mauritania	ADAD
	3	Wildlife Direct Kenya	WLD	Kenya	www.wildlifedirect.org	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	WildlifeDirect
	4	Namibian Chamber of Environment	NCE	Namibia	www.n-c-e.org	NG	1) NG/1080 Namibia Nature Foundation 2) NG/25510 Namibrand Nature Reserve, Namibia	NCE
	5	Réseau Régional d'Aires Marines Protégées en l'Afrique de l'Ouest (Marine Protected Areas Network of West Africa)	RAMPAO	Senegal	www.rampao.org	NG	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal 2) NG/24682 Centre de Suivi Ecologique, Senegal	Rampao
Meso and South America	6	Asociación Conservacionista Misión Tiburón (Misión Tiburón Conservationist Association)	MT	Costa Rica	www.misiontiburon.org	NG	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica 2) NG/25454 Rainforest Trust, USA	MT
	7	Centro Rescate de Especies Marinas Amenazadas (Endangered Marine Species Rescue Center)	CREMA	Costa Rica	www.cremacr.org	NG	1) IN/25238 Asociación Mesoamericana para la Biología y la Conservación, Costa Rica 2) NG/24905 Fundación MarViva, Costa Rica	CREMA
	8	Fondo para el Sistema Arrecifal Mesoamericano (Mesoamerican Reef Fund Inc.)	MAR Fund	Guatemala	www.marfund.org	NG	1) NG/1199 FUNDAECO-Fundación para el Ecodesarrollo y la Conservación, Guatemala 2) NG/25401 Fondo Mexicano para la Conservación de la Naturaleza A.C., Mexico	MAF Fund
	9	Asociación Interétnica de Desarrollo de la Selva Peruana (Interethnic Association for the Development of the Peruvian Rainforest)	AIDSESP	Peru	http://www.aidesep.org.pe/	IP	1) IP/25726 Federación Nativa del Río Madre De Dios y Afluentes, Peru 2) NG/992 Sociedad Peruana de Derecho Ambiental, Peru	Aidesep

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
North America & the Caribbean	10	Center for Biodiversity Outcomes, Arizona State University	CBO	USA	https://sustainability.asu.edu/biodiversityoutcomes/	NG	1) NG/25554 Cornell Botanic Gardens, USA 2) NG/25021 Cordio East Africa, Kenya	CBO
	11	Center for Conservation Strategy, The New York Botanical Garden	CCS, NYBG	USA	https://www.nybg.org/plan-research-and-conservation/center-for-conservation-strategy/	NG	1) NG/25554 Cornell Botanical Gardens, USA 2) NG/24650 American Museum of Natural History, USA	CCS_NYBG
	12	Rasmussen Family Foundation		USA		NG	1) NG/25568 Madagasikara Voakajy, Madagascar 2) NG/25026 Fundacion ProAves, Colombia	Rasmussen
South and East Asia	13	China Green Foundation	CGF	China	http://www.cgf.org.cn	NG	1) NG/752 China Wildlife Conservation Association, China 2) NG/25184 Chinese Society of Forestry, China	CGF
	14	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	www.greenhub.org.vn	NG	NG/25581 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental Studies, Vietnam	GreenHub
	15	Guangxi Biodiversity Research and Conservation Association	BRC	China	www.gxbrc.org.cn	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25615 Shenzhen Mangrove Wetlands Conservation Foundation, China 3) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	BRC
	16	Guangzhou Haizhu Wetland Center for Research and Education	HWCRE	China	http://www.haizhu.gov.cn/	NG	1) NG/25373 Society of Entrepreneurs & Ecology, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	HWCRE

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
South and East Asia	17	Land Consolidation & Rehabilitation Center, Ministry of Natural Resources	LCRC	China	www.lcrc.org.cn	AF	n/a	LCRC
	18	National Marine Data and Information Service	NMDIS	China	www.nmdis.org.cn	AF	n/a	NMDIS
	19	Shanghai Daorong Conservation and Sustainable Development Center	DCSD	China	www.daorong.org.cn	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	DCSD
	20	Eco Roots Foundation		India	www.ecorootsfoundation.org	NG	1) NG/25518 COORG Wildlife Society, India 2) NG/25313 OMCAR Foundation, India	Eco Roots
	21	Isha Outreach	IO	India	https://ishaoutreach.org	NG	1) NG/481 World Wide Fund for Nature, India 2) NG/25518 COORG Wildlife Society, India	IO
	22	Network for Certification and Conservation of Forests	NCCF	India	www.nccf.in	NG	1) NG/25323 The Corbett Foundation, India 2) NG/25180 Aaranyak, India 3) NG/25287 Wildlife Trust of India	NCCF

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
West Europe	23	Flemish Institute for Technology Research	VITO	Belgium	www.vito.be	AF	n/a	VITO
	24	Direction Générale des Services, Ville de Marseille (General Services Department – City of Marseille)		France	http://marseille.fr	AF	1) AF/1313 Conservatoire du littoral, France 2) IN/1580 Tour du Valat, France 3) France National Committee of IUCN Members	Gen Service Marseille
	25	Direction Sites et Espaces Naturels de la Métropole Aix-Marseille-Provence (Directorate of Sites and Natural Areas of the Aix-Marseille-Provence Metropolis)	MAMP	France	www.ampmetropole.fr	AF	1) France National Committee of IUCN Members 2) AF/1313 Conservatoire du Littoral, France	MAMP
	26	Institut National de la Recherche Agronomique (French National Institute of Agronomic Research)	INRA	France	www.inra.fr	AF	1) AF/25758 Agence française pour la biodiversité, France 2) NG/350 France Nature Environnement, France 3) France National Committee of IUCN Members	Inra
	27	Ajtte - svenskt fjäll- och samemuseum (Ajtte, the Swedish museum for Saami culture and the mountain region)	AJTTE	Sweden	www.ajtte.com	IP	1) ST/767 Ministry of the Environment and Energy, Sweden 2) NG/151 Swedish Society for Nature Conservation, Sweden 3) Sweden National Committee of IUCN Members	AJTTE
	28	Population Matters		United Kingdom	https://populationmatters.org/	NG	1) IN/222 Fauna and Flora International, UK 2) NG/792 Nigerian Conservation Foundation, Nigeria	Population

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
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Membership applications deferred for discussion to the next GCC meeting

Meso and South America	1	Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental (Ramsar Regional Center for Training and Research for the Western Hemisphere)	CREHO	Panama	https://creho.org	NG	1) NG/1249 Fundación para la Protección del Mar, Panama 2) NG/22351 Asociación Centro de Estudios y Acción Social Panameño, Panama 3) NG/25034 Parque Natural Metropolitano, Panama	CREHO
North America & the Caribbean	2	Ocean Wise Conservation Association	OW	Canada	www.ocean.org	AF	1) GA/565 Canadian Museum of Nature, Canada 2) NG/595 Canadian Wildlife Federation, Canada 3) Canada National Committee of IUCN Members	OW
	3	Bureau of Ocean Energy Management, U.S. Department of the Interior	BOEM	USA	www.boem.gov	GA	n/a	BOEM
South and East Asia	4	Shenzhen Hua Ecological Environmental Protection Foundation	OCT-HF	China	www.oct-huafoundation.org.cn	NG	1) NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	OCT-HF
West Europe	5	SHARKPROJECT International e.V. (SHARKPROJECT)		Germany	https://www.sharkproject.org	IN	1) NG/24905 Marviva Foundation, Costa Rica 2) NG/25149 Wildlands Conservation Trust, South Africa	Sharkproject
	6	Fondazione UNA (UNA Foundation)	UNA	Italy	www.fondazioneuna.org	NG	1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diano and Alburni, Italy	Una
	7	Stichting Amazon Conservation Team Europe	ACT Europe	The Netherlands	www.amazonteam.org	NG	1) NG/409 WWF-The Netherlands 2) NG/7524 Tropenbos International, The Netherlands	ACT-Europe
	8	International National Trusts Organisation	INTO	United Kingdom	www.intoorg.org	NG	1) NG/406 National Trust of Fiji Islands 2) NG/1597 Saint Lucia National Trust 3) United Kingdom National Committee of IUCN Members	INTO

Application which received an objection

AF Affiliates
IP Indigenous peoples' organisations

GA Government agencies
NG National Non Governmental Organisations

IN International NGOs

Membership Strategy for IUCN – 2020-2030

EXECUTIVE SUMMARY

Note: What/who are we referring to when we speak of IUCN? IUCN is a Union composed of three pillars – IUCN Members, IUCN Commission members and the Secretariat. Throughout this document, reference to IUCN means the Union, unless otherwise specified.

Purpose

Since its creation in 1948, IUCN has grown to be the most significant conservation network in the world. It brings together stakeholders including Sovereign States, Government Agencies (GAs), non-governmental and international non-governmental organisations (NGOs and INGOs) and since 2016, Indigenous peoples' organisations (IPOs), all of whom work towards achieving the central part of IUCN's identity and purpose – conservation and sustainable use of natural resources.

Its unique membership differentiates IUCN from other international organisations and most notably, from the UN system (where only governments are represented).

The nature, composition, scope and magnitude of IUCN's membership are key elements for the Union to fulfil its mission and vision, but also to remain relevant in today's world. This proposed review and update of IUCN's Membership Strategy aims at defining these and other aspects of what constitutes the backbone of IUCN.

The last IUCN Membership Strategy was written in 2004. It is time for it to be updated as it has been highlighted by the 2015 External Review of IUCN ([click here for Executive Summary](#)) and requested by the IUCN Members at the 2016 World Conservation Congress.

A new Membership Strategy. Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

(IUCN Programme 2017-2020, p47)

Current levels of Member engagement mean that IUCN is not achieving its full potential from leveraging knowledge and expertise with respect to policy debates, in policy platforms and towards influencing key decision makers.

This document aims at strengthening Members' engagement in the governance and activities of the Union, in order to realise the full potential of IUCN's niche as a convener.

This engagement of IUCN's Members in the work of the Union can be measured, among others, by:

- Stronger involvement of Members in the development of the IUCN Programme document;
- More detailed mapping of IUCN Members' skills and expertise against Programme priorities (and publication of this alignment as part of the Union's strengths and features)
- Highlighted contribution of IUCN Members to specific results or outcomes achieved by the Union in the Secretariat's communications.

Similarly, in terms of recruitment, this strategy aims to make IUCN's membership recruitment more strategic, by purposefully seeking to recruit the types of organisations or skills required to achieve the Union's strategic priorities at shorter (IUCN Programme) or longer term (mission, vision).

The value of IUCN Values:

IUCN works under the principle that nature conservation and human progress are not mutually exclusive. Facing tremendous forces of transformation such as climate change and dramatic socioeconomic inequality across the world, there are credible and accessible political, economic, cultural and technological choices that can promote general welfare in ways that support and even enhance our planet's natural assets.

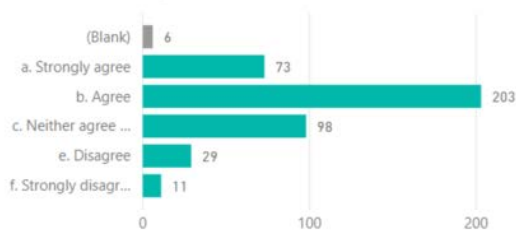
To inform these choices, over the last two programme periods (2012 – 2020), IUCN has been aligning conservation efforts all over the world around three solid lines of work: valuing and conserving nature's diversity, advancing effective and equitable governance of the use of nature, and deploying nature-based solutions to climate, food and development challenges. The approach that is emerging from its collective efforts demonstrates that nature is not an obstacle to human aspirations, but rather an essential partner, offering valuable contributions towards all our endeavours Biodiversity, as recognized in the 2019 IPBES Global Assessment, is part of our common heritage and humanity's most important life-supporting 'safety net'. One challenge is, as one of the Assessment's co-chairs Professor Sandra Diaz stated, "our safety net is stretched almost to breaking point." One million animal and plant species are threatened with extinction – many within the next few decades requiring urgent action from local to global. In the 2020 -2024 Programme, the focus will bring greater attention to specific ecosystems while retaining the concepts of good governance, conserving biodiversity and with nature-based solutions remaining a key element of the next IUCN Programme.

Results from the survey for IUCN Members that took place at the end of 2017/beginning 2018 have shown that Members see the following elements of IUCN membership as important:

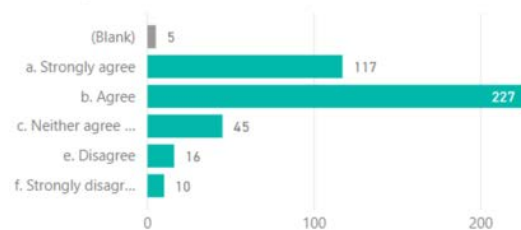
- **Contributing to Conservation**
 - **Access (and contributing) to scientific and expert knowledge and data**
 - **IUCN as a learning platform**
 - **Neutral convenor; and**
 - **Capacity building.**
- While delivery of these values by IUCN was satisfactory overall, suggestions on improving this included the provision of more: **capacity-building opportunities, increased regional engagement with Members, networking opportunities and communications. Also** “Setting positions and influencing the global agenda.”

4. My organisation has been able to benefit from these:

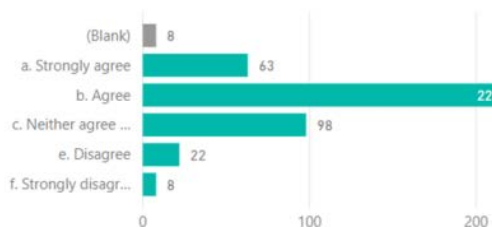
Neutral Convening Platform



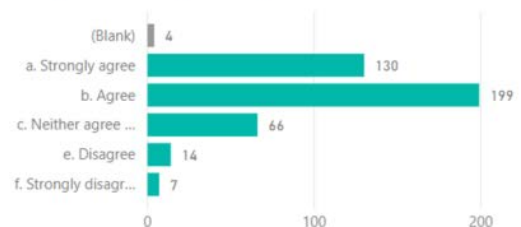
Knowledge and Data Access



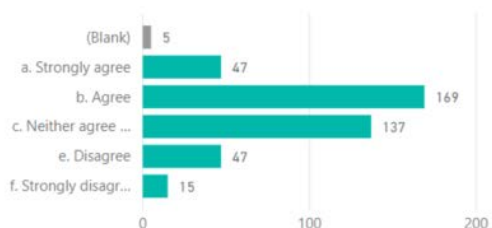
Learning Platform



Contributing to Conservation



Capacity Building



Value Proposition

At its 94th meeting in May 2018, the IUCN Council agreed on a Value Proposition text for inclusion in the new Membership Strategy:

IUCN provides a global leadership role for nature conservation and sustainable development by:

- ***Engaging its global, unique and diverse membership and reach;***
- ***Building and deploying credible and trusted science, knowledge and thought leadership;***
- ***Developing and promoting global standards, laws, governance guidance, policies and the networks to share and implement best practice; and***
- ***Convening and establishing partnerships for solutions to global challenges.***

IUCN informs, influences and inspires nature-based solutions to global challenges.

Applying the One Programme Charter

The [One Programme Charter](#) states that the different components of IUCN – government and NGO Members, Council, National and Regional Committees, Commissions, and the Secretariat – work together to develop, implement, advance and monitoring IUCN’s Programme.

The implementation of the membership strategy will enrich and strengthen IUCN’s expressed modus operandi, as defined in the One Programme Charter, in which *“the Council, the Commissions, the National and Regional Committees, the Secretariat, and the Members, where their organisation priorities and capacities align with the IUCN Programme, shall work together for coherent delivery of the IUCN Programme which enables and leverages the capacities of IUCN’s constituent parts and delivers conservation results optimally, effectively and efficiently.”*

The One Programme principles guide the way all components are committed to working together in the implementation of the IUCN Programme:

- To deliver the Programme at the most appropriate level, using the best-placed part(s) of the Union to deliver national, regional or global results;
- To cooperate and not compete for roles and resources;
- To allocate resources to the part(s) of the Union responsible for delivery;
- To communicate openly and transparently to keep each other informed of plans and activities.

Goals and Objectives

Based on research of past papers, external reviews and responses from the IUCN membership the following four objectives have been developed to achieve an informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN:

Objective 1

Strategic engagement of Members. Members actively participate and contribute to conservation by being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.

Objective 2. Learning and improving Knowledge Products, knowledge sharing, science and knowledge. Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications.

Objective 3. Influencing the environment and sustainable development agenda. Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.

Objective 4. Networks, partnerships and alliances. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

Considerations for the delivery and implementation of the Strategy

Engagement funnel: IUCN currently has no engagement funnel. One needs to be established for each of the Categories with the aim of moving Members from “passive” to “engaged/active” membership.

Measurement/success: Define a baseline and “engagement indicators” to allow the Union to track the progress of this strategy and to give us a clearer picture to work with as the document is refined. Indicators will be linked to the IUCN Programme and will show both results and impact achieved (quantitative-qualitative analysis).

Communication: Improved communications are a crosscutting feature of the strategy and better communication will improve membership engagement. Existing channels between the different components of the Union will have to be modernised and updated. Contact and approaches at local, national and regional levels will need to be strengthened and streamlined to achieve a more efficient and personalised level of support for Members.

Resources (human and financial): The Secretariat will be responsible for the implementation of the strategy with the IUCN Council having responsibility for ensuring budgetary support and reviewing implementation.

Delivery: the IUCN Statutes and nature define some of the avenues by which it delivers its value. However, a proper mechanism needs to be in place, across the Union, to ensure the coordination of this Strategy, as well as the delivery of quality services to existing Members and the capacity to engage with new ones.

Draft Membership Strategy for IUCN 2020-2030

Draft 4.0

1. Introduction

Note: IUCN is a Union composed of three pillars – IUCN Members, IUCN Commission members and the Secretariat. Throughout this document, reference to IUCN means the Union, unless otherwise specified.

IUCN is a knowledge-based membership organisation. It can provide a wide range of users with knowledge regarding biodiversity conservation, sustainable use and environmental management as well as advice about what works on the ground and what does not. This is not just scientific knowledge, but also traditional, local, social, legal and ethical knowledge.

The success of IUCN's work depends on a detailed understanding of both direct and underlying causes of natural resource loss and environmental degradation and strategic responses to them. To guide its Vision and Mission, IUCN needs to emphasise improved access to knowledge and information related to species and ecosystems and the global drivers that affect change and how this intersects with development and justice and rights.

IUCN serves as a force drawing together information from a wide variety of sources. A broad range of knowledge and experience of Members in conservation and sustainable use of biodiversity is accessed, analysed and in turn, used by Members, Commissions, and Secretariat. This knowledge and experience is not only of importance to IUCN and its work; it is also highly valuable to conservation stakeholders globally and its use places IUCN in a key influencing position.

Critical to the Programme's success is the integration, management and dissemination of the knowledge, experiences and lessons existing within the Union. By using this, IUCN will achieve the goal of an informed and empowered conservation movement capable of achieving its Vision and Mission

IUCN recognises that building and encouraging membership involvement provides a real opportunity for people to influence the work of the Union as a whole.

2. Background

In order to advance the mission, it is necessary to clarify what the optimal IUCN membership should be. Is the current membership composition what is needed to achieve IUCN's Vision and Mission? Are IUCN Members committed to achieving the mission?

We should encourage the development of a strong and unified membership, which identifies with the IUCN objectives as set out in the Statutes.

A multi-way dialogue within IUCN should be maintained all times to empower Members to help influence the conservation agenda as well as the Union's work.

In developing the Strategy, a number of considerations have been made.

These include how to:

- Improve Communication with Members
- Better communicate the benefits of IUCN membership to Members as well as the possible need to redefine these benefits
- Increase a representative membership, taking into account regional representation and other group requirements (e.g. youth, private sector, etc.)
- Increase engagement and improve governance
- Improve the Secretariat/Council contribution to developing the membership and engagement strategy
- Develop the role of the Member and encourage involvement in the most effective way.

It is noted that not all Members are actively involved with IUCN's work and IUCN must ensure that Members are kept informed with what is happening within the Union, highlighting how being involved and good governance make a difference.

Engagement with Members is a key responsibility of everyone within the Union. However, representation of the Members and their interests falls to the IUCN Member Committees and the IUCN Councillors. In order to further Member engagement, it will be important to find ways to strengthen these two channels of governance and to create regional spaces for consultation and consensus between National/Regional committees and Regional Councillors.

3. Purpose

The aim of this Strategy is to provide the basis for an agreed set of objectives for the Union that, if followed, will strengthen the engagement of Members in the governance processes of the Union, as well as in the practical implementation of its Programme.

4. Strategic objectives

The overriding aim of the Strategy is to achieve a membership that forms an

informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN

In order to achieve this, we have established four sub-objectives that when achieved will lead to the desired outcome. These four strands are:

- Improved strategic engagement of Members.
- Learning and improving. Ensuring that IUCN has an active and knowledgeable membership.
- Ensuring that IUCN has an influential and active membership in order to have an impact on the environment and the sustainable development agenda at a local, regional and global level.
- Networks, Partnerships and alliances ensure that the Union is able to achieve the IUCN Mission and Vision by working together nationally, regionally and globally.

It should be noted that the needs and expectations of each membership Category will differ. These differences must be taken into account when considering each of the Objectives, adapting actions accordingly.

Across each of the four Objectives, communication with Members will play a key part. IUCN will consider the needs of its diverse membership when assessing its methods of communication and aim to provide material in appropriate and accessible formats.

Objectives

Objective 1

Strategic engagement of Members

Members actively participate and contribute to conservation by being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.

Targets:

- i. Identify the membership requirements (in terms of type of organisation and thematic capacity) to implement the IUCN Programme and achieve the Mission and Vision of the Union.
- ii. Develop definition for “Member engagement”.

- iii. Develop a membership recruitment plan that encourages membership across, and reflects the diversity of, all Statutory regions. Emphasis to be placed on biologically significant and biodiversity-rich regions that are currently not or under-represented.
- iv. The Council and Secretariat to work with Members to explore the possibility of including new membership categories within the Union with a view to submitting a proposal to the IUCN WCC 2024.
- v. The One Programme Approach is implemented across the Union and is effectively monitored and evaluated.

Actions to achieve these include (non-exhaustive list):

- Using simple language/infographics, explain complex IUCN structure and how Members can contribute to/benefit from IUCN membership.
- Profile needs and membership of each category against the IUCN Programme requirements to identify gaps in expertise, and regional under-representation.
- Establish an engagement funnel for IUCN Members once definition of engaged membership has been agreed.
- Capacity building for each of the Union components to ensure they are aware of the importance of IUCN governance and policy setting.
- Ensure core values of IUCN membership are relevant to, promoted to and understood by Members.
- Based on the results of the profiling exercise, develop a Member recruitment plan, including a plan to expand the IPO Category.
- Working with the Global Information Services Group, identify areas for modernisation and improvement of IUCN's Communication Platform to ensure it is adequate for Members/components of the Union;
- Increase opportunities for Members to engage in IUCN's work e.g. Projects, workshops, Programme, Opportunities page, calls, etc. Dedicated briefings for State Members ahead of CoPs (technical and other).
- Councillors should attend as many (but at least one) Regional meetings a year as possible and use the budget allocated by IUCN for this purpose). Reports on Member engagement will be submitted at each Council meeting.
- Councillors shall report to Members on important themes and decisions taken by the three IUCN standing committees. Report of 10 pages maximum.
- Develop a membership engagement plan that includes actions at regional and national levels, through local offices and National/Regional Committees.
- Undertake a review of the current dues structure for IUCN Members, including the possibility of separate fee categories for IPOs, zoos and aquaria, botanical gardens.

Monitoring and evaluation

- Establish a definition of engaged membership for each IUCN membership Category –
- Establish indicators for Member participation and contribution to the Union's governance processes as well as in the implementation and monitoring of the IUCN Programme at a

national, regional and global level. Results to be used to monitor and further develop the Member engagement plan.

- Establish indicators (in consultation with Members) for implementation of the One Programme Charter. Results will be used to monitor and develop the implementation of the One Programme Charter.
- Annual Members surveys (to measure trends).
- Continued use and development of the Project portal to monitor Member engagement in Programmatic and project work. Develop methods that allow monitoring of which members are engaged and how.
- Develop a set of qualitative indicators to measure participation and contribution to development and implementation of the IUCN Programme, and capacity building of IUCN Members

Objective 2

Learning and improving Knowledge products, knowledge sharing, science and knowledge.

Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications

Targets:

- i. Members to be involved in the development of knowledge products.
- ii. Secretariat to promote Knowledge Products, conservation tools and publications (and provide training on use of KPs and contribution to data).
- iii. Secretariat to promote the work of the Union (thematically, regionally).
- iv. Identify opportunities for multi-way communication between the different stakeholders of IUCN.

Actions to achieve these include (non-exhaustive list):

- Improved networking, engagement of members.
- Ensure IUCN systems are updated to promote the work of the Union effectively (Website, Union Portal, and Newsletters etc. elsewhere).
- Ensure material produced by IUCN is relevant to Members and the Programme.

- Identify opportunities for Members to meet with Secretariat, Commissions and Council to exchange information and engage effectively.
- Make IUCN news and other membership material available in the official IUCN languages.
- Establish a method to evaluate which IUCN products are being used. How can we find a way to establish if guidelines are being followed and if the background has been applied?
- Ensure Members are aware of, and use, existing platforms (e.g. Panorama solutions) as a way of sharing and tapping into knowledge that sits within the IUCN membership. Feedback from Members will help to strengthen these platforms, which will in turn, make them more relevant to a wider audience.
- Provide training for Members on key areas of the Union (for example, governance, policy). Study the feasibility of the establishment of a Governance school, or IUCN Academy

Monitoring and evaluation

- Annual Members surveys (to measure awareness, use and contribution to KPs).
- Monitor downloads of IUCN publications, including those produced by National and Regional committees, and by Members working on IUCN projects for example.
- Use data from Publications Committee and editorial board to measure number of new publications and themes covered

Objective 3

Influencing the environment and sustainable development agenda.

Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance conservation outcomes.

IUCN is respected as a serious, knowledge-based organisation and its ability to convene and act as a bridge between governments and civil society gives it a niche. In order to maintain this uniqueness in an environment that is becoming increasingly competitive, the Union needs to use the knowledge and experiences to achieve conservation results on the ground.

Linking practice with policy is an area in which IUCN can provide substantial inputs from its Members and Commission Members. The Union also needs to ensure that the projects it implements do actually link with policy frameworks. Field-based interventions must continue to be strengthened in their design to enable Members increase the reach and influence of their work.

By increasing its efforts to involve Members in the policy agenda of the Union, IUCN's influence on policies, agreements and standards internationally, regionally and nationally will help better shape the management and use of natural resources.

Targets:

- i. Members to be actively involved in setting the IUCN Policy agenda, by submitting motions and implementing the resolutions.
- ii. Through capacity building, Members to more actively influence national, regional and global conservation arrangements and agreements.
- iii. Engage Members in the design and implementation of the IUCN Programme.

Actions to achieve this include (non-exhaustive list):

- Ensure Members' understanding of IUCN policy
- Identify areas of expertise of Members where they could effectively contribute to policy by undertaking a review of current IUCN Members and their areas of expertise.
- Develop tracking system to monitor Member involvement in the motions process and the implementation of resolutions.
- Provide opportunities for Members to give their views on a range of issues e.g. membership issues, Programme development.
- Members to receive training on motions and resolution implementation.
- Members to submit timely reports on resolution implementation via the Resolution Platform.
- Consider partnerships to include other relevant non-conservation disciplines (e.g. health, communications/marketing organisations) to help promote /champion conservation messages. Promote existing partnerships within the Union such as #NatureForAll. Develop a strategy to promote the sharing of capacity to access and influence decision-makers outside conservation.

Monitoring and evaluation

- Monitor member motions submissions.
- Monitor Member contributions and involvement in the design of the IUCN Programme.
- Monitor Member implementation of the Programme (Resolutions and Recommendations platform and Project portal).

Objective 4

Networks, Partnerships and alliances. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

Targets:

- i. Maximise the synergies between Members, Commissions and Secretariat to increase the influence of Members to achieve the Mission.
- ii. Empower National and Regional Committees to coordinate the engagement and recruitment of Members and programme implementation at national level.
- iii. IUCN to use convening power to increase the potential for Members to add value by working together and to function as a whole and not as individual units.

Actions to achieve this include (non-exhaustive list):

- Establish incentive and accountability mechanisms for National and Regional Committees.
- Work with National and Regional Committees to establish a framework for interaction with the Union and its Members.
- Develop an engagement plan involving National and Regional Committees facilitating Programme implementation.
- Undertake a review of existing National and Regional Committees and establish a monitoring system to ensure compliance with Statutory requirements.
- Members are aware of how to contact other Members and make the best use of IUCN networks.
- Establish clear roles for IUCN Members in the implementation of IUCN's strategic objectives and country, regional and global levels.
- National and Regional Committees to submit annual reports to the IUCN Secretariat. These will be uploaded to the IUCN website.

Monitoring and evaluation

- Monitor interaction between IUCN components (IUCN annual survey results).
- Interviews (annual) with the Boards of the National and Regional Committees.
- Develop indicators to monitor interaction between Members and the Union components.
- Satisfaction survey.

5. Delivering the Strategy

IUCN Statutes and nature define some of the avenues by which it delivers its value. In this sense, IUCN:

- Mobilises its Members, components and partners for conservation action;
- Issues statements and influences national and international policy;
- Strengthens the capacity of its Members and components;
- Encourages and disseminates conservation research;
- Is a forum for debate and resolution of issues?

This strategy builds on these elements and focuses on providing Members with:

- Enhanced capacity-building opportunity, advice and insight;
- Dedicated / exclusive services (including access to technical meetings/events);
- Easier access to publications;
- Conservation grants and funds (through GEF, GCCF, SOS, ITHCP) and programme implementation)

A proper mechanism needs to be in place, across the Union, to ensure the coordination of this Strategy, as well as the delivery of quality services to existing Members and the capacity to engage with new ones.

The Strategy should be implemented jointly by the Union as a whole but each component will have certain responsibilities.

The **Membership Unit and regional membership focal** points will continue to play a key leadership and coordination function, including:

- Ensuring an outreach effort to Members, National and Regional Committees, Council and Commissions to promote coordination of membership-related activities throughout the Union;
- Ensuring that certain activities involve other components of the Union, in addition to the Secretariat (e.g. National and Regional committees and Commissions); and
- Facilitating the definition of roles and responsibilities of Members, National/Regional Committees, Councillors and the secretariat.

In engaging with Members, the Secretariat will always ensure that Members are deriving benefits from their involvement with IUCN guided by the provisions of the Statues and Regulations.

Members:

- Appoint Members as membership ambassadors and mentors.
- Explore the possibility of creating a “buddy system” so that existing Members can help new Members, at meetings, Conservation Forums and at Congress, for example.

- Develop a Member-to-Member twinning programme and encourage participation by organisations that are committed to IUCN becoming a Member-to-Member learning programme.

National and Regional Committees:

- Secretariat to undertake detailed analysis of the current situation regarding National and Regional Committees
- Based on the analysis, explore ways to strengthen the role National and Regional Committees within the Union, including support provided by Secretariat
- Explore ways in which National and Regional Committees can fundraise
- Encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.

Regional Offices:

- Membership recruitment efforts.
- Regional Directors: Regular contact with all Members and especially high-level Members – e.g. States.
- Ensuring regular outreach effort to Members, National and Regional Committees, Council and Commissions to promote coordination of membership-related activities throughout the Union.
- Ensuring that certain activities involve other components of the Union, in addition to the Secretariat (e.g. National and Regional committees and Commissions); and
- Facilitating the definition of roles and responsibilities of Members, National/Regional Committees, Councillors and the secretariat.
- In addition, Regional offices can help, particularly where there is no National or Regional Committee, in facilitating that role and process, helping Members to make contact and communicate.
- Annual updates on the IUCN Programme implementation.

Regional Councillors:

- Attend Events (workshops, RCFs) to meet with Members
- Attend National Committee Meetings in their State of residence and others where possible. Provide updates/feedback to Council and Secretariat
- Work with Regional Offices to service State Members and encourage new State Members.
- Annual updates on IUCN Council Standing Committee meeting decisions and outcomes.
- Inform Regional offices (and country offices) of visits planned and provide updates to Secretariat.

- Report periodically on issues of regional and global importance, as well as important decisions approved at the suggestion of the Council's Committees, to the Regional Committee.
- Present to Council the issues raised from the region to which they belong and take care of the follow-up to their treatment, seeking concrete responses to regional demands.

6. Resources

- In order to implement the strategy effectively, human and financial resources will need to be allocated

Staff required to maintain adequate service levels to Members and sufficient core funds to be allocated to the Regions.

It will be essential for each region to dispose of a full time membership focal point. Currently a number of Focal points have dual roles that prevent them from fully concentrating on membership work. The allocation of sufficient funds for the work of regional offices is necessary to ensure that they may undertake this work and effectively promote the application of the One Programme Approach.

Communication with Members is key. In this digital age, it is imperative for the Union to remain current with its technology. The Union Portal (intranet) is based on dated technology and is no longer adequate to serve Members' needs. It will be necessary to plan for an upgrade in technology on this front.

Updated Intranet

The Membership Unit has already had initial conversations with the IUCN Global Information Systems Group regarding this. Work on a new IUCN intranet will begin in 2020 and it is expected that a first version will be available towards the end of 2020.

7. Evaluating the strategy

The overriding objective will be to ensure the Strategy is delivered. The Director General will monitor delivery of the objectives set out in the Strategy through an action plan which will set out what steps will be taken to meet these objectives and report to Council at each council meeting.

Individual Councillors will also have a role to play in the implementation and evaluation of the strategy, working with Members, National and Regional Committees in their regions to help ensure the strategy is implemented at regional and national level.

A progress report will be submitted by the Membership Unit to the Director General annually and regular updates will be made to Members and the IUCN Council.

Measurement/success

The Membership Unit will work with the Planning, Monitoring, Evaluation and Risk Unit to ensure that the adequate measurements are used.

A baseline of figures and engagement indicators will need to be defined over time.

Matrix of the Strategy (to be completed)

Results, Products, Responsibilities and Timeliness for the Membership Strategy 2018-2030

Objective 1: Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.			
Indicators/Results	Products	Responsibilities	Timelines
1.			
2.			
Objective 2: Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.			
Indicators/Results	Products	Responsibilities	Timelines
1			
2.			
Objective 3: Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.			
Indicators/Results	Products	Responsibilities	Timelines
1			
2			
Objective 4: Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.			
Indicators/Results	Products	Responsibilities	Timelines
1			
2			

Abbreviations

CEC: Commission on Education and Communication

CEESP: Commission on Environmental, Economic and Social Policy

CEM: Commission on Ecosystem Management

CoP: Conference of the Parties

GCF: Green Climate Fund

GEF: Global Environmental Facility

IPO: Indigenous peoples' organisation

ITHCP: Integrated Tiger Habitat Conservation Programme

RCF: Regional Conservation Forum

SOS: Save our Species

SSC: Species Survival Commission

WCC: World Conservation Congress

WCEL: World Commission on Environmental Law

WCPA: World commission on Protected Areas