



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

107th Meeting of the IUCN Council¹

by conference call on 8, 9 and 10 February 2022 (Part I) and
in person at the IUCN headquarters, Gland (Switzerland) on 18-19 May 2022 (Part II)

Summary Minutes²

(Approved by Council in accordance with Regulation 52)

Attendance: The list of participants is attached hereafter as Annex A and B

Preliminary note: During the Council Retreat of 16-17 May 2022, Council members had submitted their annual Conflict of Interest Disclosure Forms in accordance with the [Code of Conduct for Council members](#). The Vice-Presidents who constitute Council's Ethics Committee had reviewed Council members' disclosures prior to the beginning of the Council meeting and reminded Council members to declare any interest they may have on any agenda item at the beginning of the discussion of the agenda item concerned, and to abstain from voting on the matter or to leave the meeting room for the item concerned.

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¹ The 107th Council meeting, initially scheduled as an in person meeting to be held at IUCN's headquarters in Gland on 9-10 February 2022, was postponed to 18-19 May 2022 due to the Covid-19 pandemic. A virtual meeting of the Council was held on 8, 9 and 10 February for approximately 3 hours each day in order to discuss and adopt decisions on a selected number of topics on the agenda. In-depth discussion on other topics was reserved for the in person meeting in May. The Council retreat, initially scheduled for 7-8 February, was also postponed to 16-17 May 2022.

² These summary minutes contain the proceedings of the 107th Council meeting, both the virtual meeting held on 8, 9 and 10 February 2022 (Part I) and the in person meeting held in Gland, Switzerland on 18-19 May 2022 (Part II). During the virtual meeting on 8 February 2022, a brief induction on Council's work and procedures was given during the meeting in lieu of the 2-day Council retreat which had also been postponed.

Agenda Item 1: Introduction by the President and approval of the agenda

Part I virtual February 2022:

In her opening remarks, IUCN President Razan Al Mubarak recalled the importance of the new term as it came at a critical moment for both the global biodiversity and climate agenda and post-Covid recovery, in addition to the important Resolutions adopted by Congress which Council needed to implement. Many Members had reservations about adopting a bureaucratic, process oriented and micromanaging approach and had high expectations for the newly elected Council to be responsive, decisive and strategic. This Council would be remembered and judged upon for its ability to make decisions for the benefit of IUCN, its Members and nature and its positive disposition to move forward building on past achievements. While Council would exercise oversight it should not, however, restrict itself to policing the Secretariat. Council and Secretariat needed to build trust and be complementary in achieving results and impact. Holding a Council meeting in two parts, a virtual one followed by an in person session in a few months' time, would provide an opportunity for in-depth discussions on IUCN's role in the global agenda and Council's strategic priorities.

The draft agenda (Council document C107/1) was approved with the addition of an update on the impact of the Covid-pandemic on IUCN, which could be dealt with at the in person meeting in May.

COUNCIL DECISION C107/1

The IUCN Council,
Adopts the agenda of its 107th Meeting, as revised. (Annex 1)

Part II in person May 2022:

Speaking through a remote connection, the IUCN President welcomed the Council members but, much to her regret, was not able to chair the meeting in person because she had tested positive for Covid upon her arrival in Switzerland. The President requested IUCN Vice-Presidents Hilde Eggermont and Peter Cochrane to co-chair the Council meeting.

The agenda for the 107th Council meeting had already been approved on 8 February 2022. A few revisions (Council document C107/1/2) were proposed pertaining to topics emerging in the period of February to May, following the postponement of the in-person meeting. Additionally, the outcomes of the IUCN Council Retreat would be included under agenda item 4.2 while the part of agenda item 3.2 related to the appointment of the Interim Chair of the Climate Crisis Commission would be dealt with *in camera*.

At the request of the Chair regarding why Council members had not received the minutes of the February Council meeting, the Secretary to Council explained that from December through mid-March he had worked part time for health reasons. After publishing at the end of February the decisions of the February Council together with a summary of the meeting, he gave priority to implementing the Council decisions and preparing for the May meeting, and had no capacity to prepare the minutes. In mid-March, the Director General's Office assigned 50% of Sabrina Nick's time to the Governance Unit. The Secretary was confident that this extra capacity would allow him to prepare by 15 June one set of summary minutes for the 107th Council meeting, including both the virtual and in person meetings.

COUNCIL DECISION C107/9

The IUCN Council,
Revises the Agenda for its 107th Meeting approved in February 2022. (Annex 1)

Agenda Item 2: Director General's Report and Strategic Objectives 2022

Part I virtual February 2022:

The Director General (DG) had submitted a detailed slide deck (Council document C107/2/1) to report on the results of his Strategic Objectives 2021 adopted by Council in December 2020 and present his Strategic Objectives 2022. Instead of presenting the slides, he gave a verbal presentation, to elaborate on how he understood IUCN, his analysis of the status of IUCN, his strategic development lines, how to strengthen the instruments at our disposal and make the link with the proposed budget 2022. Calling on IUCN's strengths, i.e. its Members and our ability to be transversal and work directly on the drivers of biodiversity loss with communities, he reported that he took a number of strategic actions including meeting with every National Committee to discuss and engage with Members on specific topics, and

increasing the political visibility, choosing important topics for our Mission, developing a position and working with societies, repeating the positions. This is very mobile work requiring a high level of agility as circumstances require to quickly adjust priorities. A third strategic element was science, creating conditions for IUCN's knowledge to be accepted by policy makers. The Secretariat's challenge being coherence and efficiency, he focused in 2021 on reorganizing the Secretariat. He expects to conclude the reorganization and stabilize in 2022, and finalize the consolidation in 2023 in order to focus on Congress in 2024. The DG reported that he invested a lot of energy in order to turn the deficit of CHF2.3M in 2020 into a surplus of CHF2.3M in 2021 which should provide an opportunity to strengthen the efficiency and knowledge base of IUCN.

During the discussion, the following points were made by Council:

- Expect a proper written detailed report focusing on outcomes instead of processes
- Need more detail on Programme delivery and the One Programme approach, as well as elements that impact Programme delivery such as resource mobilization strategy
- Need more details on restructuring incl. how it strengthens delivery of the Programme and Resolutions, how does Academy fit with IUCN's niche and the work of the Commissions, and about new funding mechanisms for and potential monetization of knowledge products
- The DG's self-evaluation needs to be completed with 360° feedback
- Agree with scaling up IUCN's engagement in the international policy arena but wish to see more involvement of Council, Commissions, and Members
- Request to designate again a senior Secretariat staff person as focal point for each Commission in order to strengthen cooperation between Secretariat and Commissions
- Support for the DG's strategic approach to increase IUCN's impact at the scale it requires, mobilizing high impact audiences outside instead of focusing on internal issues
- 2022 objectives required more detail and indicators enabling monitoring of progress on targets, and outcomes
- Clarify how the structure of the Secretariat will support indigenous peoples as strategic partners in conserving biodiversity
- Need a good and shared understanding of what the role of the DG/Secretariat is and that of the Council in order to achieve an effective discussion on the DG's report.

In his response, the DG committed to provide more information as requested while requesting Council to keep the discussion at a strategic level. He agreed with those requesting a stronger link between his objectives and the annual work plan but unless they are changed, the rules require the DG to provide objectives and report on them. He further clarified that the DG's report is restricted to the Secretariat. However, instead of asking the DG to report on behalf of other components, he suggested to better align the reporting requirements of, and improve coordination with the Commissions and other components of IUCN. The DG agreed absolutely to a 360° evaluation. He reminded Council members that when he referred to IUCN, he was not only thinking of the Secretariat but Members in the first place. Convinced that the relationship with the Commissions needs to become stronger, he had started monthly meetings with the Chairs and had designated senior managers as Secretariat liaison with the Commissions in order to ensure managerial alignment. He was also proud to announce that the Secretariat had a youth strategy and that top-level management at HQ was gender balanced and work in this direction was underway in the regions.

On the proposal of the President, the Council agreed to request the DG to provide a written response to the questions and issues raised during the discussion in advance of the May meeting, and that the President and DG work together to ensure that the Council discusses strategic issues and is not tempted to micromanage. The President added that this decision was to be understood in a constructive spirit, as part of transforming the governance.

Part II in person May 2022:

The Director General had responded in writing, in advance of the meeting, to the questions and comments from Council members raised in February on his report and proposed objectives. The revised version of the DG's Report on 2021 Strategic Objectives and his 2022 Strategic Objectives (Council document C107/2/2) also included more elaboration on the strategic objectives, quantifiable deliverables and clarification how the proposed objectives delivered on the IUCN Programme.

The Director General summarized the revised report and highlighted selected topics of strategic importance. An excellent example for strategic leadership in conservation (DG Strategic Objective 1) and raising the IUCN profile in the political arena was the IUCN World Conservation Congress, as it

was a good success in terms of participation and media coverage, as well as preparing for the UNFCCC COP 26. There were more than 100 events related to the post-2020 Global Biodiversity Framework of the UN Convention on Biological Diversity, strong focus on agriculture and land health and on engagement with the finance sector. Further, IUCN's work in capacity building has been formalised with the official launch of the IUCN Academy.

Council requested more details on cost neutral restructuring and its impact and link to the IUCN Programme, as well as on the investments of the surplus achieved in 2021 for support to Members and Commissions, which was further discussed under agenda item *2bis*. Council wanted more information on the IUCN Academy and partner universities, about the plans for democratising the capacity building courses from the IUCN Academy to make it affordable for all Members, and voiced worries about monetising access to knowledge products. The DG explained that access to the knowledge products can't be monetized, but a financial contribution can be asked for the added value through capacity building. Councillors voiced concerns about the Strategic Initiatives presenting a risk and requiring strategic direction from Council. Also, some Council members asked for having more IUCN Secretariat staff working with the Indigenous Peoples Organisations, especially in the Regions. Some Councillors also suggested to capitalise on World Day of Biodiversity. Also, the Youth Strategy and its operationalisation should be tabled in Council. The following topics were requested for discussion at the next Council meeting: Strategic Initiatives, incl. the IUCN Academy, Reinvestment in the Knowledge products, the functionality of the Advisory Boards, strategic Council involvement and IUCN Commission's contribution to IUCN knowledge products, how the new Secretariat structure will deliver on the Programme, more information on Membership engagement, also in relation to Youth and Indigenous Peoples' Organisations, and how the budget will be used to strengthen the institution and how the surplus will be used.

At the proposal of the Chair, the Council agreed that a small group of "friends of the chair" with Imen Meliane, Ramon PerezGil, Christina Voigt and Nihal Welikala, will work with the DG to finalize his objectives incl. indicators, on the basis of the comments of Council members during the discussion and any additional comments submitted in writing. The Bureau was requested to approve the revised version as soon as possible, followed by Council validation of the Bureau's decisions through the normal no-objection procedure.

Agenda Item 2bis: Annual Report and Financial Statements 2021

Part II in person May 2022:

i. Annual Report

The Director General (DG) presented the Annual Report (Council document C107/2bis/5 revised on 16 May following comments from Council members) that captured the Secretariat's work. The DG suggested that the next annual report should be broader and include the activities of the Commissions, the National and Regional Committees and to some extent the Members activities submitted on the Contributions for Nature Platform. The DG and the Commission Chairs agreed to align the planning and reporting system of Commissions and Secretariat.

ii. Financial Statements 2021

To put the financial statements in context, the DG explained some changes he had introduced. For instance, the management of project planning, budgeting and reporting has been strengthened through a new, coherent planning and budgeting cycle. Further, new donors had been attracted and some had increased their contribution. Despite the IUCN Congress bringing some financial risks, the results for 2021 were satisfactory. Thanks to a higher implementation rate, a smaller deficit than predicted had been achieved. The DG suggested to use part of the CHF 5.7 Million surplus to replenish the unrestricted reserves and a part for organisational strengthening (in addition to the investment already approved by Council C107 Part I in February as part of the 2022 Work Plan and Budget – see agenda item 6). He proposed to invest CHF 0.8 Million for Membership engagement and support, CHF 0.4 Million for Commissions, CHF 0.3 Million in knowledge products and knowledge management, namely the Red List, in line with Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species, and the IUCN Library (for more detail of the DG's proposal, see the document included with the Financial Statements in Council document C107/2bis/2). The DG expressed his gratitude to the Members for their contribution to the surplus achieved at the end of 2021.

The Chair of the Finance and Audit Committee (FAC) introduced the FAC's recommendations (Council document C107/2bis/4) on the financial statements (Council document C107/2bis/2) highlighting that the total revenue of the organisation was at CHF 136,9 Million and a total surplus of CHF 5,7 Million, while reserves stood at CHF 19 Million. Project revenue had exceeded the unrestricted revenue. The highest expenditure was on staff costs. FAC agreed with the DG's proposed investments, but recommended to Council to include them in the income/expenditure account instead of designated reserves which had been the DG's preference because the Financial Plan 2021-24 approved by IUCN Members did not allow deficit spending.

Council discussed accounting principles, the obligation to build the reserves in function of increased risk and on how to reallocate unrestricted reserves. Council agreed to first establish principles for the redistribution of the surplus and then allocate the surplus on this basis. The solvency of the Union and building reserves for emergencies was critical, especially in the light of the higher financial risks that had arisen in the past years (pandemic, war in Ukraine). 80% of the surplus was recommended to be allocated to the reserves and 20 % to be invested into the Union and the infrastructure provided to the Members.

The Council followed the FAC's recommendations and approved the 2021 financial statements with one modification to remove the designated reserve movement of CHF 1.5 million which would remain as unrestricted reserve. Further, the Council had already approved the expenditure from unrestricted reserves for some items which were urgent and/or which carried reputational risk for IUCN if not completed.

COUNCIL DECISION C107/10

The IUCN Council,

1. Approves the [IUCN 2021 Annual Report](#),
2. Approves the [2021 financial statements](#) with one modification to remove the designated reserve movement of CHF 1.5 million which will remain as unrestricted reserve,
3. Approves the expenditure from unrestricted reserves for the following items which are urgent and/or which carry reputational risk for IUCN if not completed:
 - Commission events 0.4 M;
 - Development of a digital member zone 0.2 M;
 - Red List of Threatened Species fundraising program, associated with creation of revenue targets. 0.2M;
4. Approves the transfer of CHF 1M to designated reserves included in the 2022 budget (and previously approved by Council) and requests the DG to provide additional detail to the FAC, and
5. Requests the Secretariat, the Commissions and FAC to further develop and agree on guidance for potential carryover of Commissions Operating Funds beyond (4-year) Council sessions.

Agenda Item 2ter: FAC's report on other aspects of its oversight role

Part II in person May 2022:

The Chair of FAC presented an overview on some of the financial issues IUCN was facing with the aim for Council to better understand the challenges and address them in consequence. Council had the trust from the Members to manage the finances of the Union in a sustainable way so that the Union could pursue its mission and maximise its impact. Some financial issues needed to be resolved in a longer period of time, like investing in growth of the organisation. Many OECD countries already had a lot of debts. This meant that less funds would be available for the environment. Between 2012 and 2016 IUCN's reserves declined by CHF 5 Million. Repetition of this would have serious effects on the organisation. Council had to commit to strengthen the organisation's finances to be prepared to manage through the difficult times in the years ahead.

The Treasurer described some of the important steps that IUCN needed to take to address these challenges (Council document C107/2ter/1 PPT). He suggested that the immediate financial objectives of IUCN should be to identify structural financial weaknesses and strengthen the financial foundation on which to base a medium-term strategy. The objectives should also link to the long-term financial strategy and the Programme's strategy. The global economic outlook was worsening. There were major shocks in the last two decades, including more recently the pandemic and the war in Ukraine. Hard political choices would have to be made on how costs were to be prioritised and funded. IUCN's future was dependent on these decisions. Developing countries were in debt crisis while social and political

disruptions as well as inequality kept rising. In this light, financial stability was a challenge. IUCN needed to plan for consistent multi-year surpluses for investment and reserves. This was the main financial and business model challenge. The Treasurer presented the six financial strategic challenges including the need for structured alignment of financial and Programme strategies; building reserves; high reliance on project income; the need for revenue diversification; and the investments needed to make these changes happen. The FAC had recommended to engage an external consultant to assist in advising on these complex issues, which had been under discussion for many years. IUCN needed to act quickly, before financial pressures built up.

The Director General agreed with the assessment of the Treasurer. He highlighted the importance of the alignment of the financial plan with the long-term strategy, which was discussed under agenda item 4.2. The Secretariat would submit to the Bureau a proposal of Terms of Reference for an external consultant to support content as part of the cost of the 20-year strategy, including the finance strategy, by the end of June. Council members pointed out the importance of philanthropy, especially in Asia there was a lot of untapped potential. The Chair of the meeting called on Council members to also use their networks to find and mobilise funds.

Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions

3.1. Review of actions required from Council as specified in 2021 Congress Resolutions, Recommendations and Decisions

Part II in person May 2022:

The Chair of PPC introduced the recommendations of the Programme and Policy Committee (PPC) on the process for implementing 13 Resolutions/Decisions of the 2021 Congress requiring action from Council, inviting interested Council members to join one or more task forces. (Council Document C107/3/1 rev) Resolution 107 had been added suggesting that the Task Force cooperate with PPC. Several Council members expressed interest to join task forces as well as the Commission on Ecosystem Management Resolution which had already been involved in the implementation of Resolutions 107 and 114. The Chair reminded Council that the purpose of the agenda item was to put in motion a process leading to implementation of all Resolutions before the end of the term, or earlier if required by the Resolution concerned, and that the recommended priorities and processes should be considered as a work in progress that would be adapted and further elaborated. The Director General reminded Council that, wherever substantial expenditure is involved, implementation could only proceed if the necessary funding is included in the budget. Without that, proposed actions would need to be reconsidered.

In response to a question how to deal with an offer from the Russian Federation to host the World Parks Congress, the Secretary to Council explained that 2021 Congress Resolution 104 which “*decided to convene the next IUCN World Parks Congress during the inter-sessional period between the 2024 and 2028 World Conservation Congresses*” had to be understood in light of changing circumstances since its adoption by online vote of IUCN Members in October 2020: the World Parks Congress would have to be held during the term 2025-29. As per standard practice, and similar to the process for determining the host country of the IUCN World Conservation Congress, a call for expressions of interest (EOI) would be launched and the selection made on the basis of detailed criteria. Pending the call for EOI, IUCN was not bound by, and had made no commitments with regard to any offer whatsoever to host the World Parks Congress.

COUNCIL DECISION C107/11

The IUCN Council,

Approves the process for implementing the 2021 Congress Resolutions and Decisions requiring action from Council during the term 2022-25 as recommended by the Programme and Policy Committee. (Annex 2)

3.2. [Resolution-110](#) – Establishing the Climate Crisis Commission

Part I virtual February 2022:

Deputy Director General, Programme, Stewart Maginnis, was invited to introduce the report of the working group established by the IUCN President (Council document C107/3/2 for the report; C107/3/3 PPT for his slides), explaining that no new Commission had been established in the last 50 years and

so, there was little institutional memory to draw from about how to proceed this time, while Resolution 110 was not clear about how it interfaced with IUCN Statutes concerning the creation of a new Commission. The working group had therefore proposed two scenarios: A) Resolution 110 established the new Commission and so, the Interim Chair and Interim Steering Committee's (ISC) mandate was time-bound mechanism to help guide the application of the existing procedures concerning the election of a Chair and appointment of a Steering Committee; B) Resolution 110 did not per se establish the new Commission but set in motion a process towards its establishment. One way forward was to appoint an Interim Chair and Steering Committee of a provisional Commission until the next Congress formally established the new Commission. Another way was for the Interim Chair and Steering Committee not to operate as the Commission's governance but as a temporary mechanism to prepare proposals for Council on how to establish the Commission. The group's advice to Council was to clarify which interpretation to give to Resolution 110 taking into account the Legal Adviser's advice, and proceed accordingly as suggested in the report.

According to the President, the intention of Resolution 110 was very clear but process was less clear and so, recognizing that the Council entered uncharted territory, she encouraged Council to establish a clear mechanism leading to the formal establishment of the new Commission by the next Congress. While the existing rules could give guidance, the process which Council would approve would set a precedent for the creation of new Commissions as well as having implications for the existing Commissions.

The Legal Adviser explained that Articles 20 and 74 of the Statutes and Regulation 69 clearly established the authority of Congress with regard to the number of the Commissions and the establishment of a new Commission and its mandate. One way to create a new Commission is for Council to determine that there is a need for a new Commission and to propose to the Congress - in the form of a motion – the creation of such a Commission, including its mandate. Provided that the new Commission's mandate does not encroach that of existing Commissions, Council may also establish a provisional Commission, including the adoption of its mandate and appointment of its Commission Chair, until Congress takes a decision to confirm the Commission (article 74 of the Statutes). However, the proponents of what ultimately became Resolution 110, based themselves on the general right of each IUCN Member to submit motions to Congress (article 12 (b) (iv) of the Statutes) on the basis of the Rules of Procedure. None of the other Members challenged this approach. While recognizing that the final wording of Resolution 110 could be subject to interpretation, the Legal Adviser considered that Congress established the new Commission. This interpretation was based not only on the wording of paragraph 1, but also on that of all paragraphs of the Resolution, its title, its explanatory memorandum as well as the interventions during the debate in plenary and the questions put to the vote, all of which referred to "the establishment of a Climate Crisis Commission" as opposed to the "establishment of a Global Platform on Climate Change" in view of the recognized need to take immediate action on climate change. No mandate was given to Council to revert to Congress for further decision on the establishment of the Commission. To the contrary Resolution 110 tasked the Council to establish the process enabling the new Commission to be operational, i.e. to determine the process for appointing the Interim Chair and Interim Steering Committee and for approving the Commission's Terms of Reference, without the need to wait for the next Congress. In order to establish such process, Council should act within the existing legal framework, and if it is not available, it should take into account the closest possible existing processes and apply them *mutatis mutandis*. Resolution 110 used the term "Interim Chair" but failed to indicate the length of time until the temporary position would be replaced with a more definitive one. One way to read this is that the chair is "interim" because s/he shall lead the new Commission until the next Congress elects the chair. This could be considered "filling a vacancy for Commission Chair" for which Council approved a process in 2019 (Annex 8 of the Council Handbook) which is based on existing procedures. Such process starts with a call to all IUCN Members for nominations based on qualifications required which were approved by Council to become part of the call for nominations for election candidates, and concludes with an appointment by Council on the recommendation of a Nominations Committee. Another way would be to consider the chair as "interim" for only a short term and with a limited scope of work, i.e. to undertake preliminary work (e.g. prepare draft term of reference/mandate and the by-laws for the new Commission, etc.) in view of the submission of a proposal to Council so that such interim Chair could be appointed immediately with a simplified process prior to Council appointing an "effective" chair in accordance with the above procedure for "filling a vacancy for Commission Chair" to lead the new Commission until the next Congress. As far as the appointment of the Interim Steering Committee is concerned, the existing rules are clear: they require the Chair to make a proposal to Council for approval.

During the discussion, the following points were made:

- Resolution 110 needs to be implemented and the Commission established with the sense of urgency that transpired from the debate at Congress. UNFCCC COPs 27 and 28 provides an opportunity to make IUCN's Commission and work on climate change much more visible. It was therefore necessary to find a balance between making the Commission operational without having to wait for the next Congress and to respect an open and transparent process for establishing both the interim leadership and the ToR. The ToR are comparable to the Commissions' "by-laws", but different from the "mandate" which can only be adopted by the Congress.
- The existing Commissions have been working on climate change and the new Commission's ToR need to be fully integrated in the work and mandate of the current Commissions and the Secretariat because climate change is a transversal and cross-cutting theme. There needs to be clarity as to what the new Commission will do before Council makes appointments. The Commission needed to become the focal point for climate change, not duplicate the work of existing Commissions, and work closely with the existing Commissions.
- Council needed to appoint an Interim Chair in order to lead the process but it remained an interim Commission and interim appointment until the Commission was formalized and a permanent Chair elected by the next Congress. However, an open and transparent process required that Council reached out to IUCN Members for expressions of interest (EOI) for Interim Chair based on clear criteria and process. The appointment couldn't therefore be made at the Council meeting in February but during the in person Council meeting in May, based on the recommendations of a subgroup of the Council. This subgroup could be the working group or a group specifically established for this purpose. It could also prepare criteria for Interim Steering Committee (ISC) membership which would be appointed on a proposal from the Interim Chair.
- The call for EOI for ISC needs to be carefully drafted and at least include the criteria mentioned in Regulation 73: technical qualification, geographical representation, diversity of points of view, and gender equity.
- The working group should be thanked but the work should henceforth be carried forward within Council.

The following decision was adopted on the following day on the basis of a draft proposed by the President, after a short discussion during which the following points were raised:

- The draft decision strikes a balance between the sense of urgency that transpired from Congress Resolution 110 and the minimum time required to apply an open and transparent process. Council should stick to the timeline no matter whether Council meetings would be held physically or virtually.
- The call for expressions of interest should be sent to IUCN Members and members of the Commissions.
- The Commission needs ToR well ahead of the UNFCCC COP in November 2022.
- Different views were expressed on the question whether the Interim Chair should participate in the Council with or without the right to vote.
- Different views were expressed on the question whether all IUCN Commissions should be treated equally and so, also the Climate Crisis Commission should benefit from the Commission Operating Fund approved as part of the annual budget, despite the wording of Resolution 110.

COUNCIL DECISION C107/2

The IUCN Council,

Pursuant to Resolution 110 of the 2021 Congress on the establishment of *The Climate Crisis Commission*³ (hereafter referred to as "the Commission"),

Having discussed the report of the working group established by the IUCN President for the purpose of preparing an informed discussion of the IUCN Council on the establishment of the Commission,

1. Requests the Bureau of the IUCN Council to:

- a. Develop, with the support of the Secretariat, criteria for the positions of Interim Chair and member of the Interim Steering Committee of the Commission, for approval by Council by 10 March 2022;
- b. Invite IUCN Members and members of the IUCN Commissions to send in, by 28 April 2022, expressions of interest to be considered for the position of Interim Chair and/or member of the Interim Steering Committee from individuals who meet the criteria;
- c. Make a recommendation to Council for appointment as Interim Chair of the Commission in time for consideration during its 107th meeting (in person) on 18-19 May 2022;

³ Working title as per [WCC-2021-Res-110](#)

2. Requests the Interim Chair of the Commission to be appointed by Council in May 2022 to propose to Council, with the support of the Bureau and in accordance with the criteria defined for the position of Steering Committee member, the candidates for membership of the Interim Steering Committee of the Commission at the latest by 30 June 2022 taking into account the expressions of interest received, in view of Council appointing them by 31 July 2022;
3. Decides that the appointments as Interim Chair and Steering Committee will be made for the remainder of the current term, i.e. until the end of the next IUCN World Conservation Congress which will elect a Chair for the Commission;
4. Requests its Programme and Policy Committee (PPC) to undertake a gap analysis of ongoing IUCN work (Secretariat, Commissions) in time to distribute to Council by 4 May 2022;
5. Requests the Interim Chair and Steering Committee to propose to Council draft Terms of Reference of the Commission in time for distribution to the Council by 15 October 2022;
6. Thanks the working group for its diligent work.

Part II in person May 2022:

i. Appointment of the Interim Chair of the Climate Crisis Commission

This agenda item was dealt with in camera in accordance with Article 58 of the Statutes.

ii. Other issues regarding the Climate Crisis Commission

As long as the Climate Crisis Commission had not been formally established, and its Chair elected by the Congress, Council agreed to invite the Interim Chair to participate in the Council meetings but without the right to vote.

The Council forwarded the *Synthesis of identified gaps in IUCN's engagement on climate change* and its annexes (Council document C107/3/6) to the Interim Chair to guide him and the Interim Steering Committee (ISC) during the development of the Terms of Reference of the Commission.

Kristen Walker Painemilla introduced the *Criteria for the Climate Crisis Commission Interim Steering Committee* prepared at the request of the Bureau in order to guide the Interim Chair during the development of her/his proposal to Council. (Council document C107/3/7) Council approved them without modifications. Should there be insufficient diversity in ISC, the Interim Chair may seek additional candidates outside the pool of EOI received.

The question was raised whether better use could be made of the new Commission in particular in the context of the UNFCCC COPs, as working with a provisional Commission and Interim Chair for three years was not considered effective. The Chair, with the support of Council, referred the question of increasing the Commission's visibility and branding to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion.

COUNCIL DECISION C107/12

The IUCN Council,

With reference to Council decision C107/2 (February 2022),

Appoints Mr. Manuel Pulgar-Vidal as Interim Chair of the IUCN Climate Crisis Commission,

Decides that the Interim Chair will participate in the IUCN Council but without the right to vote,

Decides to forward the *Synthesis of identified gaps in IUCN's engagement on climate change* and its annexes (document C107/3/6) prepared under the auspices of the Programme and Policy Committee, to the Interim Chair to guide the Interim Chair and the Interim Steering Committee during the development of the Terms of Reference of the Climate Crisis Commission,

Approves the *Criteria for the Climate Crisis Commission Interim Steering Committee* to guide the Interim Chair during the development of her/his proposal to Council for appointment as members of the Interim Steering Committee. (Annex 3)

3.3. Advisory Group for the Revision of the Statutes (2021 Congress Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress)

Part I virtual February 2022:

The Chair of GCC presented the GCC's recommendations on the membership of the Advisory Group. GCC decided that the group should consist of two State Member representatives and one I/NGO representative from each of the other regions that has submitted candidates, including one from North

America to ensure a balance in the membership category representation. The Secretariat was requested to provide a supporting role to the Advisory Group without being formally a member of the group. The committee took into account gender, age and regional balance, noting that no nominations were received from East Europe, North and Central Asia. GCC nominated Christine Dawson (North America and the Caribbean) and Thuraya Said al Sareeri (West Asia) as the two State representatives. After discussion in GCC whether an immediate past member of Council could be considered for the Advisory Group, the majority of GCC had decided to put forward Jenny Gruenberger's name.

During the discussion, a Council member moved not to appoint an immediate past Council member in order to avoid the perception of defending the former Council's decisions, and because Miguel Pellerano would bring experience from a longer period of time as he was Councillor from 2008 to 2016 (of which 4 years as Vice-President). If this was accepted as a principle, Miguel Pellerano would be appointed instead of Jenny Gruenberger. Several Council members disagreed as such a principle did not exist in IUCN and changing the rules during the selection process would considerably weaken the decision under Swiss law. In addition, it would be valuable to have someone in the group to explain the rationale of the decisions of the previous Council. Vice-President Hilde Eggermont wished it to be recorded that Council should henceforth avoid such questions by ensuring that the criteria are clear at the time of the call for expressions of interest (EOI). She regretted that Council had not been consulted before the call for EOI was launched in December 2021.

A majority of Council voted in favor of amending the recommendation of the GCC and approved that for this case, immediate past Council members should not be included in the Advisory Group established by 2021 Congress Decision 148. In order to maintain the regional balance in the group, Council accepted the proposal from the Chair of GCC to appoint Miguel Pellerano.

COUNCIL DECISION C107/3

The IUCN Council,

Pursuant to Decision 148 of the IUCN World Conservation Congress 2021 ([WCC-2021-Dec-148](#)); *Taking into account* the nominations received from IUCN Members and the recommendation of its Governance and Constituency Committee,

Appoints the following individuals as members of the *Advisory Group for the Revision of the Statutes*:

- Christine Dawson (North America and the Caribbean)
- Thuraya Said al Sareeri (West Asia)
- Malusi Vatsha (Africa)
- Miguel Pellerano (Meso and South America)
- Scott Hajost (North America and the Caribbean)
- Teina Mackenzie (Oceania)
- Kiran Timalina (South and East Asia)
- Simon Stuart (West Europe)

Part II in person May 2022:

The Chair explained that C107, Part I (February 2022) appointed the members of the Advisory Group as required by 2021 Congress decision 148 (hereafter "DEC 148") and C107, Part II needed to clarify the link between the Council and the Advisory Group.

In line with the wording of DEC 148, it was clear to the Council that it was responsible, with the support of the Advisory Group, for developing proposals, consult the IUCN membership and submit proposals to an online vote of IUCN Members. The most expedient way to proceed was to ask the GCC to provide the link with the Advisory Group. Jointly, they would develop a process with a timeline. The DG encouraged Council to proceed with a sense of urgency as proposals, once approved, will require the technical/organizational support of the Secretariat in order to be implemented in due time before the 2025 Congress.

COUNCIL DECISION C107/13

The IUCN Council,

With reference to [2021 Congress Decision 148](#),

Requests the Governance and Constituency Committee to work on the implementation of an effective attendance and participation of Members in future sessions of the IUCN World Conservation Congress in collaboration with the Advisory Group established in accordance with Decision 148.

3.4. 2021 Congress Review / Lessons learned

Part II in person May 2022:

Beside the lessons learnt from the motions process and recommendations on a process leading to change for future motions processes presented by Jon Paul Rodriguez, chair of the Resolutions Committee of the 2021 Congress, this item also included the motion tabled on the floor of the 2021 Members' Assembly by the Natural Resources Defense Council which was included in the [Proceedings](#) and referred to the incoming Council for its consideration, and the [participants' surveys](#).

The Council agreed that all three standing committees should reflect on relevant aspects of the lessons learnt and Members' feedback in order to make proposals for improvement (e.g. the mechanics / timing of the motions process (PPC), amendments to the Statutes, Rules and Regulations (GCC), financial implications of motions if approved (FAC)) in view of presenting recommendations to the next Council.

COUNCIL DECISION C107/14

The IUCN Council,

With reference to the "Lessons learned from the Motions process"⁴ received from the 2021 Congress Resolutions Committee, to the motion tabled on the floor at the 2021 Congress by the Natural Resources Defense Council which was included in the [Proceedings](#) and referred to the incoming Council for its consideration, and to the [participants' surveys](#);

1. Requests the standing committees to prepare for Council approval:
 - a. broad guidance for the next motions process for both the Motions Working Group (when it will have been established) and the Secretariat; and
 - b. draft amendments to the Statutes, Rules of Procedure and/or Regulations to improve the motions process, aligning both the content and approval process of its proposals with those of the Advisory Group on the revision of the Statutes.
2. Requests the Congress Preparatory Committee (when it will have been established) to take into account the 2021 Congress participant surveys during the preparations for the next Congress.

Agenda Item 4: Council's strategic objectives and priorities 2022-25

4.1. Council's priorities and objectives for the term 2022-25

Part I virtual February 2022:

The IUCN President invited Council to have a first discussion about Council's strategic objectives and priorities for the term 2022-25. Discussion would continue and conclude with a decision in May. From one-on-one conversations she had with each Council member during the Marseille Congress, and with the Director General, the following suggestions for priorities came up time and again:

- Membership Value Proposition
- Follow-up to 2021 Congress Resolutions and Decisions
- Adequate International Positioning
- Implement the recommendations of the External Governance Review 2019
- Development of the 20-year Strategic Vision.

Comments and suggestions from Council members tabled during the discussion were noted on a shared document (attached hereafter as Annex C).

The Council agreed to proceed as follows: the standing committees would receive from the Secretariat the notes from the February discussion as well as a template in order to provide their input on the Council's priorities and objectives for the present term. The Bureau, with the support of the Secretariat, would subsequently elaborate a proposal for Council discussion and decision in May.

Part II in person May 2022:

Based on inputs from the Council's standing committees, the Bureau had revised the draft (Council document C107/4/1 dated 11 May 2022). Council approved the revised version of the priorities and objectives as well as the desired impact by 2025 with minor modifications and requested the Bureau to

⁴ Will be published together with the other [documents of the 107th Council meeting](#)

make a proposal on the lead responsibility in Council, the timeline and resources required for each priority and objective. It was noted that this was a living document that could be adjusted on an ongoing basis.

COUNCIL DECISION C107/15

The IUCN Council,

In accordance with Regulation 44bis,

1. Approves the IUCN Council's priorities and objectives for the term 2022-25 as revised, (Annex 4) and
2. Requests the Bureau to make a recommendation to Council on the lead responsibility in Council, the timeline and resources required for each priority and objective.

4.2 The 20-year Strategy

Part II in person May 2022:

The Director General presented the key elements of [2021 Congress DEC-147](#), proposed a timeline as well as a structure for the work (Council document C107/4/4 PPT) highlighting that the tight timeline had to be respected rigorously as it involved statutory amendments and deadlines. Further, he referred to the presentation made by the Treasurer under agenda item 2ter (Council document C107/2ter/1 PPT) and stressed the importance of alignment with the Financial strategy to address the challenges the Union is facing.

Council focussed on the process as elements of the content of the Strategy had been discussed during Council Retreat on 16-17 May 2022. Excited about the opportunity to discuss a 20-year Strategy, Councillors highlighted the importance of involving representatives from different Member categories and Regions, as well as Youth. Member surveys, which could be organised around the Regional Forums, and engagement of all Council Standing Committees was key. However, they noted the tight timelines as well as the workload and inquired whether external support would be available for the process.

COUNCIL DECISION C107/16

The IUCN Council,

1. Approves the timeline for the development and consultation process of the 20-year Strategic Vision inclusive of a Financial Strategy and Strategic Plan for the Union as required by [2021 Congress Decision 147](#); (Annex 5)
2. Decides that the work on the 20-year Strategy be informed by the outputs of the IUCN Council retreat (16-17 May 2022), the proposals of the Finance and Audit Committee on the process for developing a long-term financial strategy, and the proposed preamble on ethical aspects, and ensures structured alignment of finance, programme and governance priorities;
3. Decides that the Bureau, together with individuals nominated by IUCN Members and appointed by Council, including youth representation, will constitute the "Steering Committee" of the "Strategy Project", and the Director General will act as "Project Manager";
4. Requests the Bureau to:
 - a. make a recommendation to Council, by the end of June 2022, on the ToR of the "*intersessional Council working group including IUCN Members to lead and work with the Director General*" as required by 2021 Congress Decision 147, and on the financial requirements to implement it;
 - b. reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022;
 - c. outline the details of a consultation process that also involves Members, National and Regional Committees, Commissions, strategic partners and Regional Conservation Forums; and
 - d. report to the Council on progress in line with the timeline of the Strategy process.

Agenda Item 5: Status of the discussion on climate and biodiversity

Part I virtual February 2022:

Introducing the topic, the Director General recalled that the objective of the on-going CBD discussions was for negotiations to aim to stop the loss of biodiversity by 2030 and achieve recovery and restoration

by 2050. After opening and adjourning in Kunming, the COP would resume at a date not yet determined. The main negotiation on a framework agreement with targets happened in the open-ended working group which would soon resume its work in Geneva. IUCN traditionally engaged in the negotiation at a technical level with knowledge, ideas and suggestions and at a strategic level, with a “position paper” defining what needed to be achieved in order to call the COP successful, supported by the Marseille Manifesto and specific Resolutions adopted by IUCN Members. The main “asks” of IUCN had been: 1) Conserve 30% globally of terrestrial and marine ecosystems, offering the Parties two tools: Key Biodiversity Areas and the Green List. 2) Scaling up of species conservation, offering the Global Species Action Plan as a tool. 3) Increased action to protect and restore the oceans, calling for the adoption of an ambitious legally binding instrument. 4) Restoration of degraded ecosystems at scale, offering the barometer as a tool. IUCN had asked Parties for an appropriate recognition of Nature-based Solutions (NbS) in line with IUCN’s definition and global standard, as well as an increase of financial resources from all sources for at least USD 200 Billion per year. These efforts were supported globally by staff coordinated by International Policy Centre, members of the Commissions and representatives of IUCN Member organizations. Preparations for IUCN’s engagement at the next UNFCCC COP would begin soon. It was known that the Nationally Determined Contributions nor the financial support were at the desired level. The Private Sector was very much present at the COP in Glasgow. Although most of IUCN’s objectives had been achieved at the UNFCCC COP incl. increased recognition of NbS, it had failed to have wording included in the final document. There was broad engagement from Secretariat, Commissions and IUCN Members at Glasgow.

Recalling that the purpose was to have a first discussion of this topic, which would be continued during the in person meeting in May, the President opened discussion during which the following points were raised:

- IUCN’s position papers should be based on a transparent and inclusive process in order to reflect IUCN Commissions’ scientific work that includes consultation with Commissions and involves the Council. Council members should be given an opportunity to input draft IUCN position papers, and statements such as the one to be made at UNEA, before they are circulated to the State Parties;
- Request for feedback on the advisory board on IUCN’s top priorities for the global biodiversity framework established by the DG on 2021 and whether a task force such as the one the previous PPC had established in 2017-20 would be a useful tool to provide strategic guidance for IUCN’s engagement;
- The One Programme approach should work both ways and IUCN should use its network e.g. to lobby governments to accept that NbS involves local communities or to engage in discussing IUCN’s policies with States which contest them, while position papers should be based on an as broad consultation as possible in IUCN.

In his response, the DG supported the requests to improve coordination and cooperation while recognizing the good examples already practised such as the Commissions’ direct involvement in preparing the position paper for UNFCCC COP, the participation of the Chair of WCEL as member of the IUCN delegation in Glasgow, and the letter sent to the Commissions in November 2021 requesting their input for the position paper on the global biodiversity framework. The DG also recalled the limitations of consultation as the delegation needed to be able to react at short notice, in real time, during negotiations in order to be effective as an important actor, and that IUCN needed to be focused in its messages addressed to States. The President requested the DG to clarify at the Council’s May meeting what the process was and how it could be improved, so that IUCN’s engagement became a win-win for all, emphasizing that Council’s role should remain at a strategic level as per Article 37 of the Statutes.

Part II in person May 2022:

The Director of International Policy Centre (IPC) presented proposed revisions & improvements for the IUCN Policy System. She briefly explained the different components of IUCN and their role in policy-making and advocacy and provided an overview of the different procedures and guidelines. She further explained the rationale of the revision and the cooperation between PPC and IPC. Further, the Policy Calendar had been introduced and an overview of the status of negotiations –Biodiversity & climate had been provided. (Council document C107/5 PPT).

The Director General added that 1) IUCN needed to prioritize the fora in which the Union was to have strategic and meaningful engagement, 2) the diversity of the IUCN Membership made it difficult to have a unified position for some topics (e.g. resource mobilisation) and requested PPC for guidance, and 3) there was room for improvement of coordination and delivery on the ground during Conferences and

technical expertise of the Commissions should be included. Finally, he noted the limited resources for the International Policy Centre.

The Chair of PPC highlighted the importance of a strategy behind the position papers and more coordinated policy engagement during relevant intergovernmental conferences, and the need to focus on policies adopted by Members at the IUCN Congress (through the Programme, Resolutions, etc.). Further, she noted the urgent need of revising the IUCN policy procedures and guidelines, as most of them were outdated. During the last PPC meeting, it was agreed that PPC in collaboration with Secretariat would revise the documents in time for the 108th Council meeting. Further, the Chair stressed the importance of seeing the Congress Resolutions, which were agreed by the Members, reflected in the IUCN position papers. Also, the development of the IUCN position papers needed to start more in advance and to be more inclusive for Council members' inputs. Also, the advocacy of IUCN's position needs to be in closer exchange with governments in order to ensure their buy-in. Lastly, the policy calendar should include the intent of IUCN's engagement for each event and indicate how much it constituted a priority for IUCN.

The Councillors stressed that IUCN's policy work was one of the priorities of this Council. It was important that Secretariat included Council in the preparation of position papers, also in technical matters, and in advocating IUCN's position. It was noted that Commissions' engagement in the policy influencing strategy should be revised. The IUCN policies should reflect the Union's position, not the Secretariat's or the Commissions' position. How to galvanise the power of the Union needed to be included. It was also suggested to include important regional events in the policy calendar in order to ensure consistent messaging as regional events often feed into international negotiations. IUCN should capitalise on its science and knowledge products, as well as on agreed Resolutions to contribute to the negotiations. It was suggested that the exchange on IUCN positions could also take place online in between the Congresses and at regional or Commission meetings. Further, technical staff could also support the IUCN delegation with technical inputs during the meetings from home. It was also suggested that IUCN should capitalise on its network to advocate and promote the dialogue between and with the State Members and support consensus building during negotiations. Further, IUCN should also support in the follow-up of commitments and implementation, e.g. with Nature-based Solutions, and the Global Biodiversity Framework more broadly.

COUNCIL DECISION C107/17

The IUCN Council,

1. Welcomes the process to improve the involvement of Council and Commissions in IUCN's engagement with global policy processes, including:
 - a. Prioritization of decisions of the IUCN Congress;
 - b. enhanced communications including of priority areas and events;
 - c. position papers that build in consultation and feedback; and
 - d. improve the composition of IUCN Delegations to:
 - include Commission Chairs as ex officio members of IUCN delegations
 - formalize extended IUCN delegation meetings for IUCN constituencies
2. Requests the Programme and Policy Committee to:
 - i. develop the necessary modifications to IUCN's procedures in order to achieve agreed upon IUCN policy positions (as directed by the Congress); and
 - ii. in cooperation with the Secretariat, recommend to Council a strategy for enhanced policy engagement and advocacy.

Agenda Item 6: Work plan and budget 2022

Part I virtual February 2022

Introducing the 2022 work plan and budget (Council document C107/6 rev), the Director General explained that the only part of the budget that is freely available to IUCN is the membership dues (approximately CHF12M). It serves to support the corporate entity IUCN, the communications team, the scientific work of the Commissions, the organization of Congress, and the membership and governance units. The rest of the budget, approximately 90%, is the project portfolio. The framework money is provided for new innovative topics in order to support work on the ground. Without the project portfolio, there would be no offices in 70 countries, or most offices would have to close. Since 2021 the Secretariat

has been trying to move to a self-sustaining project portfolio, without requiring any subsidy from the unrestricted income, perhaps even to create a small surplus to support the other functions of the Union.

Commenting on the long-term strategy, the Treasurer explained that for many years, IUCN has operated on two assumptions: that income relied on a small number of developed country governments and that income and expenditure would be in balance, with no change in the reserves. At present, however, economic and financial pressures on governments are changing. The problem with balanced budgets is that it gives no space for investing in directional change or for compensating for unplanned losses. A sustainable financial strategy needs to take into account four factors: 1) Positioning: is IUCN's position as a project implementing agency and conservation knowledge disseminator the right one for the long term? Any change in project portfolio will have financial implications; 2) The need for impactful revenue diversification in order to be prepared for when traditional sources of funding change; 3) Risks and reserves. The biggest risks emanate from donor funding concentration and the scale and composition of the project portfolio. The reserves will need to be scaled up: by how much, how, and by when?; and 4) Organisational infrastructure and cost: IUCN will need to find the optimal balance between the cost of the centre (headquarters) and that of the regions. The strategic shift since 2016 has been to increase the cost of the centre versus that of the regions. The Treasurer strongly recommended therefore that FAC tackle these issues without delay and with the support from external expertise as the FAC's capacity is limited.

The Chair of PPC presented the comments of the PPC on the 2022 work plan and included in the [Outcomes and recommendations to Council of the 1st meeting of the PPC](#) most of which had been taken into account in the revised version of the work plan. She added that it was important to tackle the strategic question whether IUCN's future was to implement a project portfolio, thereby competing with Members, particularly in the global South. The Chair of FAC presented the recommendations of FAC presented in [Outcomes and recommendations to Council of the FAC's 1st meeting](#).

Before adopting the decision, Council confirmed the link between the long-term financial strategy referred to in FAC's recommendation and the financial strategy to be developed as part of the 20-year Strategic Vision (2021 Congress decision 147).

COUNCIL DECISION C107/4

The IUCN Council,

On the proposal of the Director General,

Taking into account the recommendations of its Programme and Policy Committee (PPC) and Finance and Audit Committee (FAC),

Approves the 2022 Work Plan and Budget as revised following the recommendations of the PPC and FAC; (**Annex 2**)

Approves the recommendation of FAC that a long-term financial strategy be developed as outlined in FAC's *Outcomes and recommendations to Council* and in [Congress Decision 147](#) and requests FAC to propose to Council a process to achieve this in view of Council considering it during its in person meeting on 18-19 May 2022.

Agenda Item 7: Constituency issues

7.1. Applications for IUCN membership and for change of membership category

Part I virtual February 2022:

The Chair of GCC presented the recommendations of the GCC ("*Outcomes and recommendations to Council*") of the [GCC](#) meeting held on 17 and 21 January) on 21 membership applications (Council document C107/7/1) explaining that the committee had deferred its consideration of the application from a subnational government until it had had an opportunity to discuss in depth the criteria for membership in this new category established by the 2021 Congress, and that one other applicant (Sea Shepherd Legal) had withdrawn its application due to internal governance changes in the organization.

COUNCIL DECISION C107/5

The IUCN Council,

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

Approves the admission of 19 organizations and/or institutions applying for membership; (**Annex 3**)

Notes the GCC's deferral of a decision on the application from *Oficina de protección del ambiente de la Municipalidad de Curridabat*.

Part II in person May 2022:

The Chair of GCC presented a list of the 14 organisations that were seeking membership in IUCN. Of the 14, 13 fulfilled all conditions and GCC recommended to Council to approve these applications. (Council documents C107/5 and C107/8 *Outcomes and recommendations of GCC2 of 22 April 2022*) One application was deferred as it was incomplete and the process of collecting the information required was still ongoing. Further, GCC requested to reformulate the question on the Sustainable Use Policy in the membership application form in order to ensure more detailed and concrete answers from applicants. Lastly, GCC reinforced the importance of consulting the respective Regional Councillors on membership applications in advance of the GCC meetings to seek information and follow the due diligence process. The Committee also reviewed the requests for change of membership category from twelve current IUCN Members and informed Council of the name changes of eight current IUCN Members (Council document C107/6).

Accepting the recommendations of GCC, Council noted that it was worth analysing as well if the Membership application form should include policies other than that on Sustainable Use, and how prospective Members would help implement them, or a broader reference to Members' contribution to the IUCN Programme. It was agreed, however, that the Sustainable Use Policy warranted a revision. The Council welcomed in particular the first seven Members in the new Membership category of subnational governments.

COUNCIL DECISION C107/18

The IUCN Council,
Approves the admission of 13 Members; (Annex 6) and
Approves the request from twelve IUCN Members to change their membership category (Annex 7);
Takes note of the name changes of eight current IUCN Members; (Annex 8) and
Agrees to request GCC to propose revisions to the membership application form, as per the discussion.

7.2. Application for recognition of

7.2.1. The Interregional Committee for Europe, North and Central Asia

7.2.2. The North Africa Regional Committee

Part II in person May 2022:

The GCC recommended to Council to recognize the Committees listed below in the decision. (Council documents C107/2 and C107/7) The Legal Advisor explained the rationale behind the recommendation to the Interregional Committee for Europe, North and Central Asia to amend their By-laws. The Members from this Region have the right to adhere to the Interregional Committee, but it should not be an obligation.

COUNCIL DECISION C107/19

The IUCN Council,
Recognizes the Interregional Committee for Europe, North and Central Asia
Recommends to the Interregional Committee for Europe, North and Central Asia to amend Article 3.2 of its By-laws; and
Recognizes the North Africa Regional Committee.

7.3. The recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.

Part I virtual February 2022:

Introducing the topic, the Director General recalled that the dues categories and amounts are established by Congress through the Membership Dues Guide on a proposal from Council. The Dues Guide adopted by online vote of IUCN Members in February 2021 resulted in a decrease of dues for 340 Members, the same dues for 180 Members, and a small increase of an average 9% for 570 Members. Some 90 Members had experienced an increase of 70%, 150 Members an increase of an average 300% and a small number of Members an increase of an average 1050%. In a small number of cases, such as organizations whose total annual turnover only related for a very small part to conservation activities there was room for solving issues around the calculation of the dues. It was also

important to note that the number of Members which had already paid their dues had been higher than at the same time in the previous term (see also Council documents C107/7/3 and C107/7/4).

During the discussion, the following points were made:

- The problem was the way the Secretariat had computed the level of dues for a number of Members, which had not been done well. As a result, a number of IUCN Members had already resolved to leave IUCN, and some had already left. The DG clarified that the Secretariat had sent at least three letters to the Members concerned asking to declare their total expenditure for the last three years together with their audited financial statements for the same period, as required by the Dues Guide. Only thereafter, in the absence of a response, did the Secretariat use publicly available information to determine the level of expenditure of the Member concerned, again, as specified in the Dues Guide.
- Council needed to identify the options available to address the issue of Members which, under the new dues structure, had declared a much higher expenditure level but had not expected, let alone budgeted, for the consequential increase of their dues. Cost and benefit of possible solutions needed to be analysed instead of just letting these Members go. Solutions could e.g. be payment schedules and better two-way communication in the regions between Members and the Secretariat.
- It was proposed to establish a task force to look into these issues and identify solutions including options to be proposed to Members. The group should also look into the dues for subnational governments and the situation of Members not able to pay their dues as a consequence of the pandemic. The DG clarified that the dues for small NGOs had been set lower than previously precisely to take into account the impact of the pandemic.

Council requested the Bureau to establish a Council working group to work with the Secretariat, enabling Council to fully understand the membership issues raised and to propose options to solve them. In response to a request from the DG to be careful with communication about this issue in order not to incite Members to stop paying their membership dues, the President informed Council that she intended to communicate to IUCN Members the results of the Council meeting incl. on the dues issues.

Part II in person May 2022:

Maud Lelièvre, Chair of the Council Working Group on Membership Dues, presented the Report of the Working Group (Council document C107/9) established by Bureau decision B1/3 on 18 March 2022 upon request from Council (February 2022). She thanked the Secretariat for the support to this work, which required several meetings. The Working Group had the mandate to (i) study the issues with regard to the recent increase of membership dues resulting from [2021 Congress Decision 152](#) adopting the IUCN Membership Dues Guide and (ii) study a) the dues for venue-based organizations and government agencies and b) Members facing difficult financial situations and not being able to pay their dues, and propose options to resolve them. The Report lays out (i) the background and a brief summary of the voting procedure that led to the new dues guide; (ii) the analysis of the impacts of the new dues guide and the situation on current complaints from members; and (iii) possible options and recommendations from the WG. The guiding principle in this work was to find solutions to support Members with financial constraints to remain in the Union and how to improve communication on the Membership Dues issue.

Council noted that it would be helpful to know the percentage of the different cases of affected Members in order to take an informed decision on the way forward. Further, it was important to apply equal treatment to all Members and not find case-by-case solutions. The discussion focused on the points as summarized in the following decision:

COUNCIL DECISION C107/20

The IUCN Council,

Recognizes the importance and time needed to further develop solutions for the challenges faced by IUCN Members regarding the increase of the membership dues following the implementation of the [IUCN Membership Dues Guide](#) adopted by IUCN Members in February 2021;

Recognizes that improvements are needed in how the Secretariat communicates dues changes and issues to Members;

Recommends stronger and responsive communications from the Secretariat with the membership regarding the new Dues Guide and its application;

Advises the Secretariat to apply flexibility on a payment schedule over two years on the condition to have part of the dues paid in 2022; and

Requests the Working Group to assess the situation further and based on that, present a report by the next Council meeting on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership.

Agenda Item 8: Appointments

Part I virtual February 2022:

8.1. Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC)

The Council approved the Terms of Reference of the Council's standing committees as proposed by the standing committees (provisional membership) and presented to the meeting by the provisional committee chairs. Council also approved the membership of the standing committees based on the proposal made by the President (her message to Council of 22 December 2021) which was in turn based on Council members' preferences, and after a small number of adjustments had been made requested by Council members. The Council appointed the standing committee chairs on the recommendation of each committee. (Council document C107/8/1 and the "Outcomes and recommendations to Council" of the standing committee meetings held on, respectively, 13 January 2022 (PPC and FAC) and 17 and 21 January (GCC).

8.2. Appointment of the Vice-Presidents

Council endorsed the President's proposal for appointment of four Council members as Vice-Presidents which she had communicated to Council with a message on 18 January 2022. (Council document C107/8/1)

8.3. Appointment of the members of the Bureau of the IUCN Council

Council approved the President's proposal for appointment as members of the Bureau, of two Council members elected from the regions and two Vice-Presidents for the first half of the term, and two Council members elected from the regions and two Vice-Presidents for the second half of the term. The Council were informed that the Commission Chairs had designated Kristen Walker Painemilla, Chair of CEESP, as their representative in the Bureau.

COUNCIL DECISION C107/6

The IUCN Council,

Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC)

On the recommendation of the standing committees of the Council (provisional membership), Approves the Terms of Reference of the Finance and Audit Committee (FAC) (**Annex 4**), the Governance and Constituency Committee (GCC) (**Annex 5**) and the Programme and Policy Committee (PPC) (**Annex 6**);

On the recommendation of the President taking into account Council members' expressions of interest and the nominations for chair made by the standing committees (provisional membership), Appoints the members and chairs of the standing committees of the IUCN Council. (**Annex 7**)

Vice-Presidents

On the proposal of the President,

Appoints the following members of the Council as Vice-Presidents of IUCN: (in alphabetical order)

- Ramiro Batzin Chojoj (Guatemala)
- Peter Cochrane (Australia)
- Hilde Eggermont (Belgium), and
- Imen Meliane (Tunisia).

Members of the Bureau of the IUCN Council

Notes the designation by the Chairs of the IUCN Commissions of Kristen Walker Painemilla, Chair of CEESP, as their representative in the Bureau,

On the recommendation of the President following consultation of the Vice-Presidents;

Appoints the following members of Council as members of the Bureau in addition to the President, the Treasurer, the representative of the Commission Chairs and the chairs of the standing committees of the Council who are members of the Bureau by virtue of Regulation 57 (a):

(1) For the first half of the term:

- Peter Cochrane (Vice-President)
- Hilde Eggermont (Vice-President)
- Said Damhoureyeh (Councillor elected from the Regions)
- Bibiana Sucre (Councillor elected from the Regions).

(2) For the second half of the term:

- Ramiro Batzin Chojoj (Vice-President)
- Imen Meliane (Vice-President)
- Samad-John Smaranda (Councillor elected from the Regions)
- Jong Soo Yoon (Councillor elected from the Regions)

Part II in person May 2022:

Councillor Vilmos Kizsel requested to change from being a member of FAC to being part of PPC, which was acceptable to the Chairs of the FAC and PPC.

COUNCIL DECISION C107/26

The IUCN Council,

Decides to change its decision C107/6 to the effect that Council member Vilmos Kizsel is henceforth a member of the PPC instead of the FAC.

8.4. Appointment of the Legal Adviser

Part I virtual February 2022:

Referring to Article 85 of the Statutes, the Director General explained that the Legal Adviser provided legal advice to the Congress, the Council and the Secretariat on governance as well as corporate matters. According to Regulations 45 and 87, the Council appointed the Legal Adviser on a recommendation of the DG, for a term to run concurrently with the Council's term. He recommended to Council to renew the appointment of the current Legal Adviser, Ms Sandrine Friedli Cela. In 2015, Sandrine was a new appointment for the Secretariat recommended by an interview panel of which the former Chair of WCEL was a member. He praised Sandrine's work in particular for providing legal services on complex issues during challenging times.

Following a brief discussion, Council agreed to defer the consideration of this topic to the in person meeting of Council, and requested that the proposal is made in a written document providing more information on the role of the Legal Adviser and the performance of the present incumbent. In the meantime, Sandrine continued to be the Legal Adviser.

Part II in person May 2022:

This agenda item was dealt with in camera, i.e. restricted to Council members, the Director General and the Secretary to Council. In accordance with Article 58 of the Statutes, the summary minutes on this topic only include the decision adopted by the Council.

COUNCIL DECISION C107/22

The IUCN Council,

Decides to:

1. renew the appointment of Ms. Sandrine Friedli Cela as Legal Adviser on the recommendation from the Director General;
2. revise the Regulations concerning the appointment of the Legal Adviser;
3. develop procedures for the appointment and evaluation of the Legal Adviser;

Requests the Bureau to facilitate this work.

8.5. Additional appointments of members of the Steering Committees of the IUCN Commissions

Part I virtual February 2022:

The Chairs of the IUCN Commissions presented their proposals for appointment to their steering committee in addition to those already approved by Council at its 106th meeting in September 2021

(Council documents C107/8.5/1 and C107/8.5/2). The Chair of SSC explained that additional members will be proposed later in order to increase regional balance, in particular for Africa and East Europe and at the same time strengthen overall gender balance in the steering committee. In response to requests to increase Commission membership from East Europe, North and Central Asia and West Asia, the Chair of WCCEL explained that these regions were indeed priority areas for member recruitment. The Chair of CEESP explained that she would bring additional appointments from youth and Africa at a later date. In response to a question, the Chairs responded with facts and figures about the growing representation of youth among their Commission's membership. A request was made to allow Commission members who had not managed to renew their membership via the digital platform before the deadline, to still be considered for membership.

COUNCIL DECISION C107/7

The IUCN Council,

On the recommendation of the respective Commission Chair,

Appoints the following individuals as Deputy Chairs or members of the Steering Committee of the IUCN Commissions, in addition to the appointments already made by Council ([decision C106/4 of 11 September 2021](#)):

1. Species Survival Commission (SSC):

1. Rima Jabado, Deputy Chair, Dubai (new member)
2. Vivek Menon, Code of Conduct Complaints and Appeals Panel, India
3. Topiltzin Contreras MacBeath, Freshwater Conservation Committee, México
4. Ian Harrison, Freshwater Conservation Committee, United States
5. Greg Mueller, Fungi Conservation Committee, United States
6. Axel Hochkirch, Invertebrate Conservation Committee, Germany
7. Amanda Vincent, Marine Conservation Committee, Canada
8. Domitilla Raimondo, Plant Conservation Committee, South Africa
9. Paul Smith, Plant Conservation Committee, United Kingdom (new member)
10. Luigi Boitani, Red List Committee, Italy
11. Gabriela Lichtenstein, Regional Vice-Chair for Meso and South America, Argentina
12. Nunia Thomas, Regional Vice-Chair for Oceania, Fiji
13. Mirza Kusri, Regional Vice-Chair for South and East Asia, Indonesia
14. Ehab Eid, Regional Vice-Chair for West Asia, Jordan
15. Jean-Christophe Vié, Regional Vice-Chair for West Europe, Switzerland
16. Yan Xie, Regional Vice-Chair for China, China
17. Onnie Byers, Conservation Planning Specialist Group, United States
18. Axel Moehrensclager, Conservation Translocation Specialist Group, Canada (new member)
19. Piero Genovesi, Invasive Species Specialist Group, Italy
20. Dilys Roe, Sustainable use and livelihoods Specialist Group, United Kingdom (new member)
21. Mike Hoffmann, Member at large, United Kingdom
22. Asha de Vos, Member at large, Sri Lanka (new member)
23. Tomas Diagne, Member at large, Senegal (new member)
24. Russell Mittermeier, Member at large, United States.

2. World Commission on Protected Areas (WCPA):

1. Allan Valverde, Regional Vice Chair Caribbean and Central America
2. Sabelo Lindani, Regional Vice Chair East and Southern Africa
3. Yoshitaka Kumagai, Regional Vice Chair East Asia
4. Erika Stanciu, Regional Vice Chair Europe
5. Nizar Hani, Regional Vice Chair
6. Mike Wong, Regional Vice Chair North America
7. Tatjana Rosen, Regional Vice Chair North Eurasia
8. Amran Hamzah, Regional Vice Chair Southeast Asia
9. Florence Palla, Regional Vice Chair West and Central Africa
10. Paula Bueno, Regional Vice Chair South America
11. Sonali Ghosh, Regional Vice Chair South Asia
12. Lou Sanson, Regional Vice Chair Oceania
13. Stephen Woodley, Thematic Vice Chair Biodiversity Science
14. Brent Mitchell, Thematic Vice Chair Scaling Solutions
15. Karen Keenleyside, Thematic Vice Chair People and Parks
16. Mike Appleton, Thematic Vice Chair Capacity

17. Nick Salafsky, Thematic Vice Chair Conservation Outcomes
 18. Paola Mejia Cortez, Thematic Vice Chair Conservation Outcomes
 19. Felipe Paredes, Thematic Vice Chair Marine
 20. Cyril Kormos, Thematic Vice Chair World Heritage
 21. Helen Tugendhat, Thematic Vice Chair Governance, Equity and Rights
3. World Commission on Environmental Law (WCEL):
 1. Dr. Patricia Kameri-Mbote, Kenya
 2. Christina Pak, Philippines
 3. Claudia De Windt, Dominican Republic (based in Washington, D.C., US)
 4. Maria Muavesi, Fiji
 4. Commission on Environmental, Economic and Social Policy (CEESP):
Mahnaz Kadhemi (*Regional Vice Chair, West Asia, Bahrain*)
 5. Commission on Education and Communication (CEC):
 1. Kenza Khalaffi (*Regional Vice Chair North Africa, Morocco*)
 2. Diana Garlytska (*Regional Vice Chair for West Europe, Lithuania*)
 3. Karen Keenleyside (*Co-Chair of #NatureForAll*).
 4. Marie-Philippe Ouellet (*Regional Vice Chair for North America and the Caribbean*)

Notes that the role of Ana Valerie Mandri appointed by Council in September 2021 as member of the Steering Committee of CEC has changed to Co-Chair of Reimagine Conservation.

Part II in person May 2022:

Council adopted the following decision on recommendation of the Chair of CEESP:

COUNCIL DECISION C107/22

The IUCN Council,
On the recommendation of the Chair of the Commission on Environmental, Economic and Social Policy (CEESP),
Appoints Ms Monipher Musasa (Malawi), Regional Vice Chair, Africa and Ms Swetha Stotra Bhashyam (India), Youth as members of the Steering Committee of the IUCN Commission on Environmental, Economic and Social Policy (CEESP).

Agenda Item 9: Next IUCN World Conservation Congress

Part I virtual February 2022:

The Director General requested approval of the high-level criteria for selection of the host country at this Council meeting so that the process which would begin with a call to all State Members for expressions of interest could start without delay, and Council could take a final decision at the latest at the 109th Council meeting in May 2023.

During the discussion, the following points were made:

- Carefully consider how to apply the principle of non-discrimination (criterion 5) when it comes to vaccinations as countries may have reservations as the practice has shown in 2021.
- Criterion 5 should be moved on top of the list because it is a statutory obligation and was reinforced by 2021 Congress decision 148.
- The interest, engagement and investment of the candidate's National Committee for hosting the Congress, and its capacity to mobilize NGO and the public in its own country and in the region should be added, as well as the Host Country's openness to work with the Secretariat in the selection of sponsors in order to avoid raising opposition to the Congress. The Director General noted these two secondary criteria and committed to include them in the detailed Statement of requirements to be issued to the pool of candidates for the bidding process.

COUNCIL DECISION C107/8

The IUCN Council,
Confirms that the next IUCN World Conservation Congress will be held in 2025 based on Article 24 of the Statutes;
Approves the criteria for the selection of the host country for the IUCN World Conservation Congresses, as revised and outlined in **Annex 8**;

Agrees to develop specific guidance on the engagement of National and Regional Committees and on sponsorship for Congress.

Agenda Item 10: Any Other Business

10.1. IUCN engagement with TotalEnergies

Part II in person May 2022:

Council was invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies. The Deputy Director General – Programme presented the main points of the Framework Agreement between IUCN and TotalEnergies. (Council document C107/10.1/5 PPT; see also Council document C107/10.1/1) He highlighted that at the time IUCN started collaborations with the oil industries, the Union was focusing on biodiversity topics. Since then the Climate Change issues became more relevant, as evidenced by CO₂ emissions of the petrol industry and the scope of work of IUCN. The overarching aim is to work with a leading oil and gas major in transition who have acknowledged the impact of its industry, the need for change and who have committed to actions towards Paris-Agreement trajectory. While the IUCN Secretariat believes efforts are still insufficient, the collaboration will aim to steer and accelerate TotalEnergies' ambitions vis-à-vis climate and biodiversity to reach our global goals. He highlighted that at this point it is only about the Framework Agreement and not about concrete projects yet. The risks and opportunities had been outlined.

During the discussion, it was explained that Members from France had expressed serious doubts about IUCN's engagement with TotalEnergies based on the review of the background documents (Council documents C107/10.1/1 and C107/10.1/6). Doubts were raised mainly about the willingness to comply and the methodology of the commitments TotalEnergies had made in terms of biodiversity and climate change. It was also noted that TotalEnergies was involved in a number of legal processes on environmental damages and non-respect of its due diligence plan. This Agreement needed to be better assessed and the concerns from Members addressed. There could also be an ethics committee that could assess the checks and balances.

Other concerns were expressed about the engagement with TotalEnergies, in particular, as their activities were also negatively affecting UNESCO World Heritage sites. However, it was noted that IUCN could play a role in business transformation to help set standard and support implementation of biodiversity safeguards. It was important to agree Key Performance Indicators before signing any Agreement. The Agreement should also include a clause allowing IUCN to opt out. There were also serious implications from extractive activities for local populations and Indigenous Peoples that needed to be considered in these types of engagements and reflected in the Agreements. IUCN needed a systematic approach to engage with the oil and gas sector and high-risk business in general and how the risk was evaluated. There were already some lessons learnt at hand from the engagement with Shell. Engagements with private sector companies need to be in line with the values of IUCN and thrive towards more sustainability. The IUCN Business Engagement Strategy and its Operational Guidelines for Business Engagement date back to 2012 and should be updated to include references to more contemporary climate change and biodiversity safeguards. The oil and gas sector would fall under the scope of the IUCN Extractive Sector Operational Framework and this section could be elaborated further. Further, it was said that there was no indication that TotalEnergies seriously intended to lower their carbon foot print, given their active exploration programme. It was also suggested that the ethics mechanism should be activated and the newly elected Chair of the Climate Crisis Commission should be involved in this to inform the Council. Further it was stressed that a communication plan on this kind of engagement was crucial, as well as clear guidelines on the use of the IUCN logo.

The Regional Director from IUCN's East and South Africa Regional Office noted the dilemma of development/prosperity versus poverty and human rights. The development of the gas and oil sector, as well as of infrastructure was going to continue in an even higher rate and mostly in protected areas or sites. The biggest challenge for IUCN was to define its role in this and live up to the expectations and advocate for conservation. The spectrum of expectations was very wide, from activists saying that such engagements should be stopped to others wishing to engage with private sector. Also, governments were looking for help at IUCN. IUCN could clearly play a role, especially, as a scientific-based organisation, in setting standards, indicators, assessments and involving Indigenous Peoples.

The Council found that there was not enough information to take a decision and chose to establish a Working Group to further assess the engagement. While engagement with this sector was needed, the partnership had to be based on a more ambitious framework with clearer and more rigorous

performance criteria and financial and environmental outcomes. The proposed Framework Agreement didn't go far enough in order to serve as a role model.

COUNCIL DECISION C107/23

The IUCN Council,

Decides

1. That the proposed engagement with TotalEnergies is postponed pending a decision by Council;
2. To establish a Council working group on engagement with the Private Sector, composed by members of Council, Secretariat and additional experts as needed, and request it to:
 - a. Review the draft proposal with TotalEnergies, with the view to raise its ambition, and in particular revise the objectives, KPIs and outcomes and establish a framework for monitoring and evaluation with risk thresholds, a communications plan and trigger points for exit;
 - b. Seek a report from the WCEL Ethics Specialist Group, on the proposed engagement with TotalEnergies;
 - c. Enhance risk assessment procedures, environmental, biodiversity, human-rights and social safeguards for high-risk endeavours, and establish clear thresholds including for unacceptable level of risks;
 - d. Report regularly to Council on advancement of its work and on the discussions with TotalEnergies; and
 - e. Review IUCN's engagement strategy with the private sector, building on lessons learned from the above, in particular with sectors directly involved in the energy transition;
3. To request the Bureau to decide on the composition of the Council Working Group and the timeline.

10.2. High-level calendar of external events in 2022

Part II in person May 2022:

The high-level policy calendar of external events was dealt with under agenda item 5.

10.3 Update on impact of the Covid-pandemic on IUCN

Part II in person May 2022:

Council noted that the pandemic was still ongoing and IUCN should continue monitoring the situation while especially focusing on the linkages between the Environment degradation and zoonotic disease.

10.4 Situation in Ukraine

Part II in person May 2022:

The Council had received letters from Members on the situation in the Ukraine (Council document C107/10.4/1 rev2). The Interregional Committee for Europe, North and Central Asia had proposed to send a mission to the Region after the war had ended. The Council noted the letters and requested the Bureau to consider them.

COUNCIL DECISION C107/24

The IUCN Council,

Decides to transmit the letters received from IUCN Members and Member committees concerning the situation in Ukraine to the Bureau for its consideration.

10.5: Information on the process for the evaluation of the Director General

Part II in person May 2022:

This agenda item was dealt with in camera, i.e. restricted to Council members and the Secretary to Council, in accordance with Article 58 of the Statutes.

10.6 Dates of the Council meetings in 2023-24

Part II in person May 2022:

The Secretary to Council presented the proposed dates for Council meetings in 2023 and 2024 (Council document C107/10.6/1) after consultation with Council members. He also explained that the dates for the 108th Council meeting to be held in Abu Dhabi had been confirmed already in April.

Council noted that the proposed dates of the 108th Council meeting had been moved to 7-8 December 2022 and were subject to change if CBD decided to hold its COP in the 1st half of December 2022.

COUNCIL DECISION C107/25

The IUCN Council,

Notes that the President will convene the next Council meetings on the following dates, subject to changing circumstances requiring modifications of one or the other date:

- C108: 7-8 December 2022⁵
- C109: 24-25 May 2023
- C110: 29-30 November 2023
- C111: 15-16 May 2024
- C112: 6-7 November 2024.

Agenda Item 11: Closing remarks by the President

Part I virtual February 2022:

Following a meeting with the Director General, the President proposed that Council meet in person twice each year, with the first meeting to be held at the headquarters in Switzerland, and the second meeting of each calendar year to be held in another Region. The standing committees would meet virtually in advance of each Council meeting in order to prepare and transmit their recommendations to Council in a timely manner. She proposed to host the next (108th) Council meeting in Abu Dhabi.

The Secretary to Council presented the proposed dates for the second meeting of 2022 and for the meetings to be held in 2023 and 2024, thereby avoiding conflict with important international meetings, events and holidays. The President suggested that all the dates be communicated to Council members soon after the Council meeting, with the request to inform her of any concerns. While the dates for Council meetings in 2023 and 2024 would be tabled again at the in person meeting of Council in May, the dates of the 108th meeting needed to be confirmed sooner, in order to allow timely logistical arrangements. In response to a question whether extra costs beyond the approved budget for holding a Council meeting in another region than the HQ would be covered, the President confirmed that the cost implications had been taken into consideration.

The President announced that very soon after the meeting, she would circulate a communication to all IUCN Members with the decisions and a summary of the Council meeting. She looked forward to seeing everyone at the second part of the 107th Council meeting to be held in person in Switzerland in May 2022.

Part II in person May 2022:

Concluding the meeting, the President (connected remotely) apologised again for not having been able to join the Council meeting in person following a positive Covid-test upon her arrival in Switzerland. Thanks to technology and Secretariat support, she had been able to follow the Council meeting as much as possible. She qualified the meeting as genuinely very productive with interesting discussions, and congratulated the Council for the very good progress that had been made. Ultimately, there were some landmark milestones achieved with, among others, the appointment of the Interim Chair of the Climate Crisis Commission. The President expressed the wish to continue in this spirit and deliver what Members expect from Council in a timely manner. The President expressed her appreciation for the two Vice-Presidents, Hilde Eggermont and Peter Cochrane, who had chaired the meeting with a keen eye on inclusivity and delivery - with less than 24 hours' notice. The President also thanked the Host Country Switzerland and its Councillor for accepting to postpone to the next meeting of Council held in Switzerland its offer to take the Council to Central Switzerland for an excursion.

⁵ Subject to reconsideration as these dates coincide with CBD CoP15 announced by CBD on 21 June 2022.

107th Council meeting (Part I - virtual) on 8, 9 and 10 February 2022**LIST OF PARTICIPANTS**

At any given time during the meeting on 8 February, 35 of the 38 members of the IUCN Council attended the meeting. At any given time during the meetings on 9 and 10 February, 38 of 38 Council members were in attendance or represented by proxy.

PRESIDENT

Ms Razan Al Mubarak, UAE

TREASURER

Mr Nihal Welikala, Sri Lanka and UK

COMMISSION CHAIRSCommission 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, USA

Species Survival Commission

Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law

Ms Christina Voigt, Germany

World Commission on Protected Areas

Ms Madhu Rao, India/United Kingdom

COUNCILLORS ELECTED FROM THE REGIONSAfrica

Mr Brian Child, Zimbabwe

Mr Ali Kaka, Kenya¹

Ms Imèn Meliane, Tunisia

Ms Gloria Ujor, Nigeria

Meso and South America

Mr Marco Vinicio Cerezo Blandon, Guatemala

Ms Ana Di Pangraccio, Argentina

Mr Ramon Perezgil Salcido, Mexico

Ms Bibiana Sucre, Venezuela

North America and the Caribbean

Mr Rick Bates, Canada

Mr Sixto J. Inchaustegui, Dominican Republic

Ms Susan Lieberman, USA²

South and East Asia

Mr Kazuaki Hoshino, Japan

Mr Ma Keping, China (9 + 10 February)

Mr Vivek Menon, India

Ms Hasna Jasimuddin Moudud, Bangladesh

Mr Jong Soo Yoon, Republic of Korea

West Asia

Ms Shaikha Salem Al Dhaheri, UAE (9 + 10 February)

Mr Said Ahmad Damhoureyeh, Jordan

Mr Ayman Rabi, Palestine (8 February)³

Oceania

Mr Peter Michael Cochrane, Australia

Ms Lolita Gibbons-Decherong, Palau

Ms Catherine Iorns, New Zealand

East Europe, North and Central Asia

Mr Carl Amirgulashvili, Georgia

Mr Vilmos Kiszal, Hungary

Mr Samad-John Smaranda, Romania

West Europe

Ms Sonia Castañeda Rial, Spain

Ms Hilde Eggermont, Belgium

Ms Maud Lelièvre, France⁴

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT

Mr Norbert Baerlocher, Switzerland

APPOINTED COUNCILLOR

Mr Francisco Ramiro Batzin Chojoj, Guatemala

DIRECTOR GENERAL (non-voting)

Mr Bruno Oberle

¹ Gave a proxy to Imèn Meliane on 9 and 10 February

² Gave a proxy to Hilde Eggermont for parts of the meeting on 10 February that she was not connected

³ Gave a proxy to Said Damhoureyeh on 9 and 10 February

⁴ Gave a proxy to Sue Lieberman for parts of the meeting on 10 February that she was not connected

107th Council meeting, Part II (*in person*), 18-19 May 2022**LIST OF PARTICIPANTS****PRESIDENT**Ms Razan Al Mubarak, UAE (remotely)¹**TREASURER**

Mr Nihal Welikala, Sri Lanka and UK

COMMISSION CHAIRSCommission 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, USA

Species Survival Commission

Mr Jon Paul Rodriguez, Venezuela

World Commission on Environmental Law

Ms Christina Voigt, Germany

World Commission on Protected Areas

Ms Madhu Rao, India/United Kingdom

COUNCILLORS ELECTED FROM THE REGIONSAfricaMr Brian Child, Zimbabwe²

Mr Ali Kaka, Kenya

Ms Imèn Meliane, Tunisia

Ms Gloria Ujor, Nigeria

Meso and South AmericaMr Marco Vinicio Cerezo Blandon, Guatemala³

Ms Ana Di Pangraco, Argentina

Mr Ramon Perezgil Salcido, Mexico

Ms Bibiana Sucre, Venezuela

North America and the Caribbean

Mr Rick Bates, Canada

Mr Sixto J. Inchaustegui, Dominican Republic
Ms Susan Lieberman, USASouth and East Asia

Mr Kazuaki Hoshino, Japan

Mr Ma Keping, China (remotely)

Mr Vivek Menon, India

Ms Hasna Jasimuddin Moudud, Bangladesh

Mr Jong Soo Yoon, Republic of Korea

West Asia

Ms Shaikha Salem Al Dhaheri, UAE

Mr Said Ahmad Damhoureyeh, Jordan

Mr Ayman Rabi, Palestine

Oceania

Mr Peter Michael Cochrane, Australia

Ms Lolita Gibbons-Decherong, Palau

Ms Catherine Iorns, New Zealand⁴East Europe, North and Central Asia

Mr Carl Amirgulashvili, Georgia

Mr Vilmos Kiszal, Hungary

Mr Samad-John Smaranda, Romania

West Europe

Ms Sonia Castañeda Rial, Spain

Ms Hilde Eggermont, Belgium

Ms Maud Lelièvre, France

COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT

Mr Norbert Baerlocher, Switzerland

APPOINTED COUNCILLOR

Mr Francisco Ramiro Batzin Chojoj, Guatemala

DIRECTOR GENERAL (non-voting)

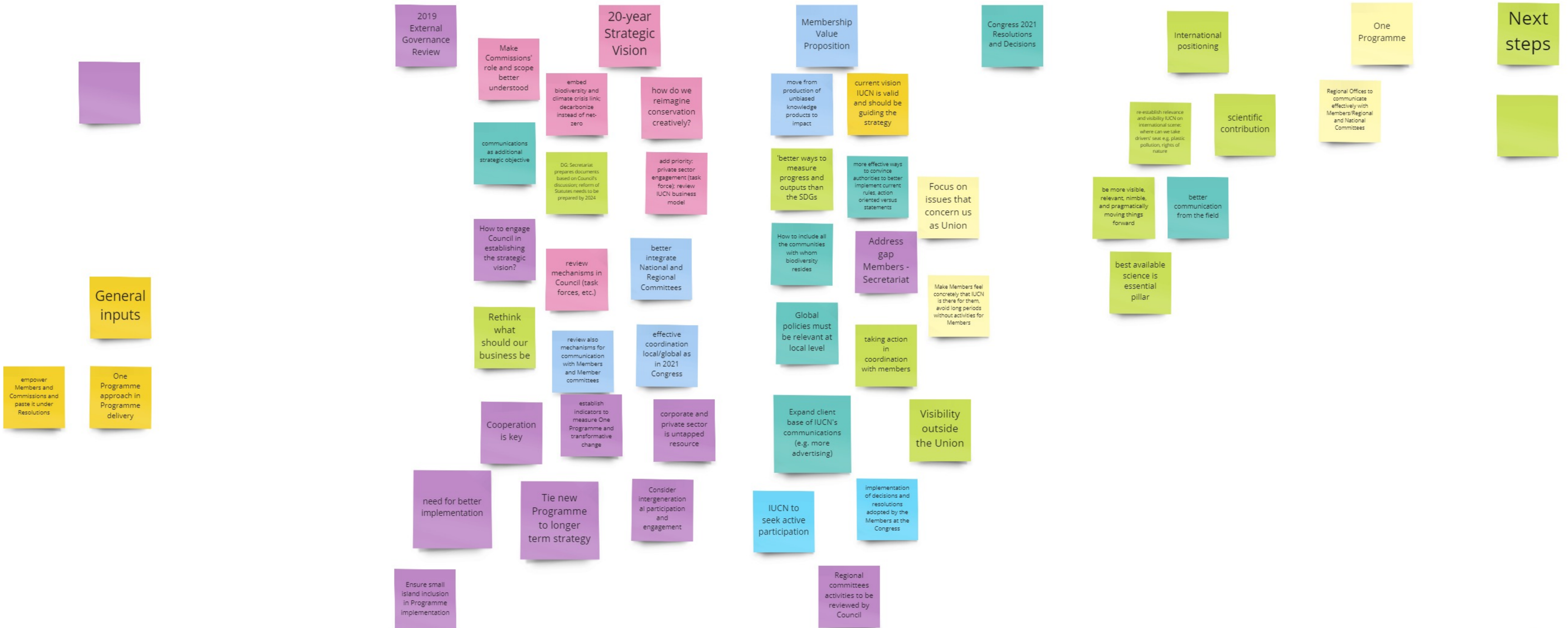
Mr Bruno Oberle

¹ Due to a Covid-19 infection, the President participated remotely and requested Vice-Presidents Hilde Eggermont and Peter Cochrane to co-chair the meeting. She gave a proxy to Hilde Eggermont for parts of the meeting that she was not connected.

² Sent apologies and gave a proxy to Imen Meliane.

³ Sent apologies.

⁴ Sent apologies and gave a proxy to Peter Cochrane.





107th Meeting of the IUCN Council¹

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda

(Approved by Council during its virtual meeting on 8 February 2022)

Agenda Item 1: Introduction by the President and **APPROVAL** of the agenda

Agenda Item 2: Director General's Report and Strategic Objectives 2022

In his report to Council, the Director General will present the results on the DG's Strategic Objectives 2021 and his Strategic Objectives for 2022. The Council will be invited to discuss and **APPROVE** the DG's Strategic Objectives 2022.

Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions

Review of actions required from Council as specified in 2021 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required. Note that 2021 *Congress Decision-147 "Strategic Vision incl. Financial Strategy and Strategic Plan for the Union"* will be discussed under Agenda Item 4.

The following require discussion / **DECISION** of the Council at its 107th meeting:

- 3.1 Resolution-110 – Establishing a Climate Change Commission** (with the working title: "*The Climate Crisis Commission*") taking into account the report of the working group established by the IUCN President
- 3.2 Membership of the Advisory Group for the Revision of the Statutes** (Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress):
- Recommendation of the GCC
 - Procedural issue raised with regard to the call for nominations
- 3.3 2021 Congress Review / Lessons learned**
- In his capacity as chair of the Resolutions Committee of the 2021 Congress, Jon Paul Rodriguez will present the Resolutions Committee's lessons learnt and recommendations on a process leading to change for future motions processes.
 - Issues raised by IUCN Members regarding the procedures for urgent and new motions (letter NRDC 22 November 2021).
 - Request for a review of the 2021 Congress.

Agenda Item 4: Council's strategic objectives and priorities 2022-25

"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall **APPROVE** strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis." (Regulation 44bis)

This item will include, among others, the development of a *Strategic Vision incl. Financial Strategy and Strategic Plan for the Union* (2021 Congress DEC-147).

¹ First ordinary meeting of the new IUCN Council elected by the IUCN World Conservation Congress 2021 (Marseille, 3 to 10 September 2021). In light of the pandemic, the IUCN President decided to postpone the meeting held in person until 18-19 May 2022. A virtual meeting of the Council was held on 8-10 February 2022 to discuss some pressing and important topics such as the follow-up to key Congress Resolutions, and some urgent matters requiring a decision without delay, such as the 2022 work plan and budget and the establishment of the Bureau.

Agenda Item 5: Status of the discussion on climate and biodiversity

The Director General will provide an overview of IUCN's engagement to date with CBD COP15 and the plans for Kunming. Council will discuss and provide input on IUCN's engagement leading up to CBD COP15.

Agenda Item 6: Work plan and budget 2022

Council will be invited to discuss and **APPROVE** the *Work plan and budget 2022* presented by the Director General, taking into account the recommendations of the Finance and Audit Committee (FAC) and the Programme and Policy Committee (PPC).

Agenda Item 7: Constituency issues

The Council, taking into account the recommendations of the Governance and Constituency Committee (GCC), will be invited to **APPROVE**:

7.1 applications for IUCN membership.

7.2 application for recognition of an Interregional Committee.

The Council will also discuss:

7.3 the recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.

Agenda Item 8: Appointments

8.1 Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC) [Article 50 of the Statutes, Regulations 59 and 60]

8.2 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)]

8.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57 and 58]

8.4 Appointment of the Legal Adviser [Article 46 (o) of the Statutes, Regulations 45 (d) and 87]

8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions (*Additional to the appointments already made by Council decision C106/4*)

Agenda Item 9: Next IUCN World Conservation Congress

Council will be invited to **CONFIRM** that the next Congress will be held in 2025 based on Article 24 of the Statutes and to **APPROVE** the criteria for the selection of the Host Country.

Agenda Item 10: Any Other Business

10.1 IUCN engagement with TotalEnergies

Council will be invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies.

10.2 High-level calendar of external events in 2022

10.3 Update on impact of the Covid-pandemic on IUCN

Agenda Item 11: Closing remarks by the President



2022 Work Plan and Budget

Approved by the IUCN Council at its 107th Meeting (virtual, 8-10 February 2022)

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Part I. 2022 Workplan

Introduction

Building on post-COVID recovery momentum, the timing of the ‘Nature 2030’ IUCN Programme is impeccable as it comes out with a strong call for mobilisation of the entire Union. The Union must continue securing equitable governance of natural resources and ensuring that nature’s contributions to human health and well-being are recognised – across all sectors. A systemic, global issue such as biodiversity loss and climate change require a global and coordinated response. The Union has the required scientific knowledge from the local to transboundary level and can support decision-makers across sectors to enhance political will. What is more, the IUCN Programme for the first time sets its ambition in a decade long timeframe (2021–2030), in line with United Nations 2030 Agenda for Sustainable Development and the post-2020 global biodiversity framework, which further reinforces the fact we are all in it for the long run.

The Work Plan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2022. The purpose of the Workplan is to provide assurance that the work of the Secretariat is progressing in line with the targets set out in the IUCN Programme 2021-2024. In 2021, the Director General restructured the management of the thematic programmes with the ultimate objective of improving coordination and collaboration, and of providing the IUCN infrastructure the necessary agility to respond to the fast-paced external context. A new functional structure¹ now consists of four centres, namely the Centre for Conservation Action, Centre for Economy and Finance, Centre for Science and Data, and Centre for People and Governance.

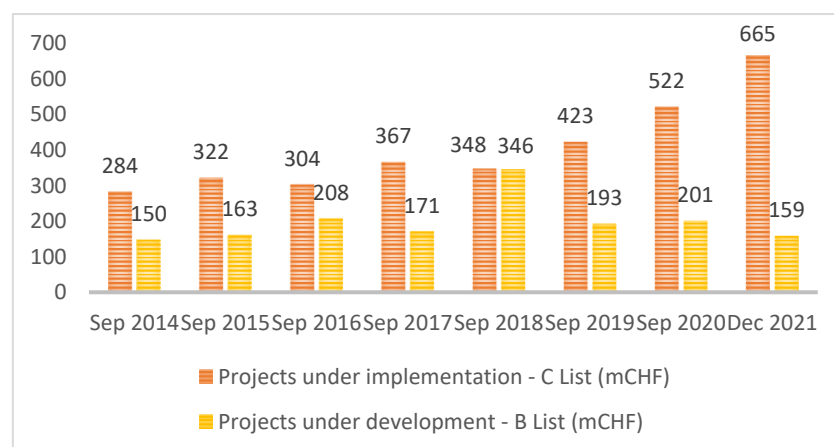
The present document sets out what the Secretariat will do in 2022 and embodies its 2022 workplan and budget. Part I contains the Work Plan for 2022, the second year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. Part II provides details on its associated budget.

1. State of the project portfolio

1.1. Overview

In 2022, the value of the project portfolio value will continue its upward trend compared to previous years increasing from CHF 723m to CHF 824m (see Figure 1). This amount is broken down into two types of projects, namely the B and the C lists projects. The B List refers to all projects that are under negotiation with donors (or “proposal” status per IUCN’s Project Guidelines and Standards). The C List refers to projects that are under implementation (or “contract” status per IUCN’s Project Guidelines and Standards). The C List represents a total of 394 projects for a total value of CHF 665m. The 2022 pipeline (B List) includes 113 projects for a total value of CHF 159m.

Figure 1: Project Portfolio Value

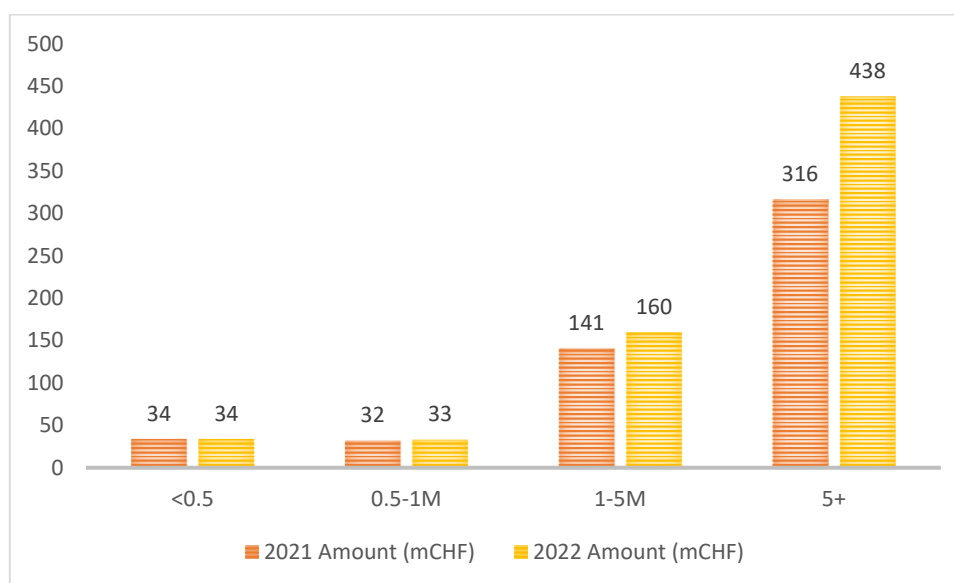


¹ The new structure was presented to Council at its 106th meeting on 11 September 2021 in Marseille, France.

Table 1: Basic portfolio information for C List projects 2021-2022

	C List ²		B List ³	
	2021	2022	2021	2022
Number of projects	347	394	127	113
Average duration (yrs)	4.07	4.01	2.90	3.24
Median duration (yrs)	3.76	3.83	3.76	3.83
Average project value (mCHF)	2.00	1.69	0.77	1.41
Median project value (mCHF)	0.28	0.25	0.28	0.25
Portfolio value (mCHF)	523	665	201	159

As presented in 2 below, projects under CHF 5m have slightly increased (from CHF 206m to CHF 228m), while the overall value for project over CHF 5m has increased significantly for 2022 (from CHF 316m to 438m). This demonstrates IUCN's ability in securing funding for large scale projects.

Figure 2: Project budget per project size in 2021 and 2022 for C list

IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Figure 3). Of the 2022 budget, 81% will be implemented at the national and regional level, meaning that most resources are allocated where effective implementation will happen.

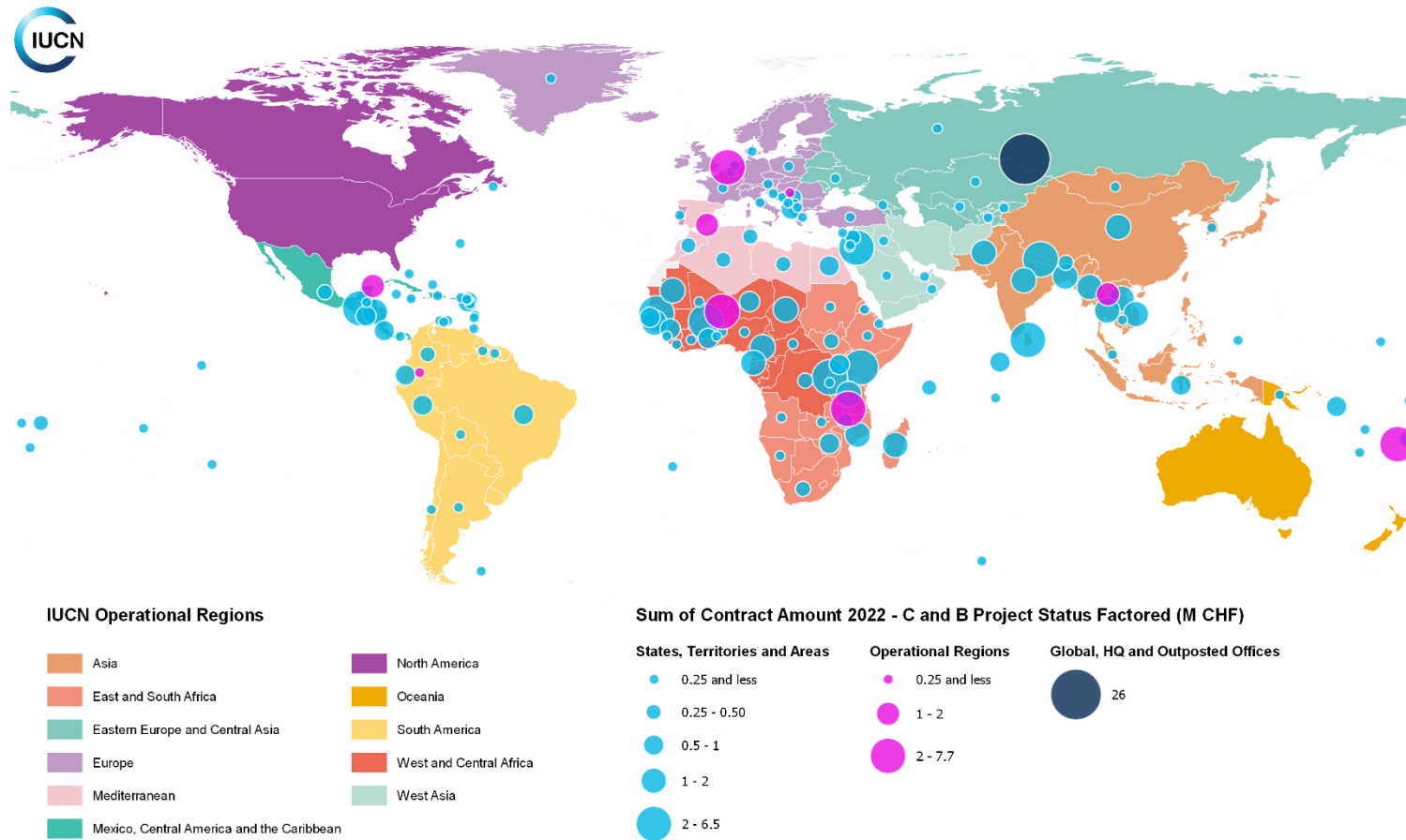
Table 2: 2022 Budget by location for C List and B List factored-in projects

Level	2022 Factored contract amount (mCHF)	%
National	88	64
Global	27	19
Regional	24	17
TOTAL	139	100%

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

³ Based on annual budget data for B List projects, only restricted funding.

Figure 3: 2022 Project budget per Statutory State, Operational Region and Globally tagged projects⁴



Disclaimer: Names, frontiers, boundaries and other designations of geographical entities used and shown on this map do not imply the expression of any opinion, official endorsement or acceptance by IUCN. To facilitate visual representation, the Global circle was positioned on McKinsey's world's economic center of gravity.

⁴ This figure shows the projected 2022 budget (M CHF) in Statutory States, Operational Regions, Globally- funded projects and Headquarters represented by the size of the circles. The legend indicates the projected budget size according to these categories. It includes B (factored by the probability of funding) and C list projects.

1.2. Donors

More than half (52%, or 119 projects out of 394) of the total portfolio is supported by Multilateral Organizations. Governments are also strong supporters, providing 37% of the budget. A large majority (89%) of the 2022 portfolio is therefore funded by Multilateral and Government donors with high accountability requirements, which calls for maintaining a good performance on the Programme, while continuing the strengthening of the organization globally.

Table 3: Portfolio value and share for C List projects 2021-2022

Donor type	Sum of Total Contract Amount 2021 Budget (mCHF)	%	Sum of Total Contract Amount 2022 Budget (mCHF)	%
Multilateral Organizations	229	44%	349	52%
Governments	220	42%	247	37%
Foundations	35	7%	39	6%
Private	17	3%	14	2%
International NGOs	-	0%	12	2%
National NGOs	-	0%	3,7	1%
Academic	-	0%	0.13	0%
Other	22	3%	-	0%
Total	523	100%	665	100%

In 2022, a little more than two-thirds (69%) of the total C List budget is supported by the top 10 donors presented in the table below. The top three are multilateral donors (the European Commission, The Green Climate Fund and The Global Environment Facility) which together fund 43% of the total C List budget for 2022. It is worth noting that the GCF project portfolio budget increased significantly from CHF 1.8m in 2021 to CHF 15.9m in 2022. This GCF portfolio – which is increasingly underpinned by innovative finance mechanisms - will support the deployment of nature-based solutions in response to the climate emergency.

Table 4: Top 2022 donors - C List

Donor	Acronym	2022 Budget (mCHF)
European Commission ⁵	-	23,5
Green Climate Fund	GCF	15,9
Global Environment Facility	GEF	13,3
US Agency for International Development	USAID	5,6
Kreditanstalt für Wiederaufbau	KfW	5,2
United Nations Environment Programme	UN Env.	5,0
Bundesministerium für Umwelt, Naturschutz und nukl	BMU	4,6
Deutsche Gesellschaft für Internationale Zusammena	GIZ	4,4
Agence française de développement	AFD	4,3
United Nation Development Programme	UNDP	2.0

1.3. Delivery models

In 2022, the ventilation of the portfolio value across delivery models continues to demonstrate the importance of stand-alone projects and the implementing agency role of IUCN, which account for 76% of the budget (40% for single projects and 36% as implementing agency).

⁵ This line includes contributions from DG Development (CHF 9.7m); European Commission (CHF 6.2m), EuropAid (CHF 4.4m), DG Environment (CHF 2.7m), and DG Research and Innovation (CHF 0.5m).

Table 5: % of portfolio value by delivery model for C List projects 2021-2022 (CHF)

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects ⁶	223,7	43%	269,0	40%
Implementing Agency ⁷	149,5	29%	237,0	36%
IUCN Thematic Initiatives ⁸	126,7	24%	131,1	20%
Generation and direct application of scientific knowledge ⁹	14,6	3%	19,6	3%
Non-aligned stand-alone projects ¹⁰	8,2	2%	8,5	1%
Total	523	100%	665	100%

Projects included in IUCN's pipeline (B List) will reinforce the portfolio in a similar fashion should they all materialize in 2022.

Table 6: % of portfolio value by delivery model for B List projects 2021-2022

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects	92,4	46%	64,7	41%
Implementing Agency	91,2	45%	51,2	32%
IUCN Thematic Initiatives	13,4	7%	39,4	25%
Generation and direct application of scientific knowledge	2,6	1%	2,7	2%
Non-aligned stand-alone projects	1,2	1%	1,0	1%
Total	200,8	100%	159,1	100%

1.4. Members and Commissions

Portfolio design and implementation is done in cooperation and collaboration with Members, Commissions and National & Regional Committees as relevant. While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission member involvement in portfolio delivery, and we have provisioned to make these improvements in the Project Portal in 2022, our current data demonstrates 135 projects (out of 394 C list projects) work directly with members, 46 with commissions and 10 with Regional or National Committees. Furthermore, the changing nature of the IUCN portfolio – with an emphasis on larger projects with bold ambitions such as GEF and GCF, means that the Secretariat's role is confined to overall "implementation" with execution (i.e. direct delivery) being allocated to members and other local partners. An example of this is the GEF-funded Inclusive Conservation Initiative which is co-implemented with IUCN member Conservation International and direct delivery (i.e. execution) being undertaken by IUCN Indigenous Peoples Organisation members and other IP and community organisations. Equally, projects that support the development and application of IUCN knowledge products such as the Green List and the Nature-based Solutions Standard are implemented closely with the Commissions, in these two cases with WCPA and CEM respectively.

⁶ Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

⁷The IUCN Secretariat's role is strongly defined in terms of assurance and oversight provider. In most of these cases, IUCN makes a grant to executing agencies (third parties). It not only disburses the funds, but also supervises their work and becomes accountable for providing control and oversight and primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties.

⁸ The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of all associated grants exceeds CHF 10 million (excluding leverage /co-finance).

⁹ Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc).

¹⁰ These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile.

1.5. Programme Areas

The 2022 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate. Land accounts for the largest portion with 42% of budget allocation for 2022. The rest of the 2022 budget is distributed fairly equally across the 4 other Programme Areas (from 12% in Oceans to 18% in People). Budget allocation variations between 2021 and 2022 are small, slight increase are observed under Land, Water and Climate and small decrease under People and Oceans¹¹. The recently approved Addendum to Nature 2030 Programme on post-COVID recovery and health now provides a basis to further guide portfolio development. Although it is still too early to capture this in figures generated from the Project Portal, several project concepts that build on the One Health concept are currently under development. In addition, to the portfolio's financial resources, programme delivery is also supported by several strategically positioned secondments which enhances IUCN's capacity in this area. Through this vehicle, IUCN is, for example, able to support and give priority to ongoing systematic engagement and cooperation with the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

Figure 4: 2021 and 2022 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in.

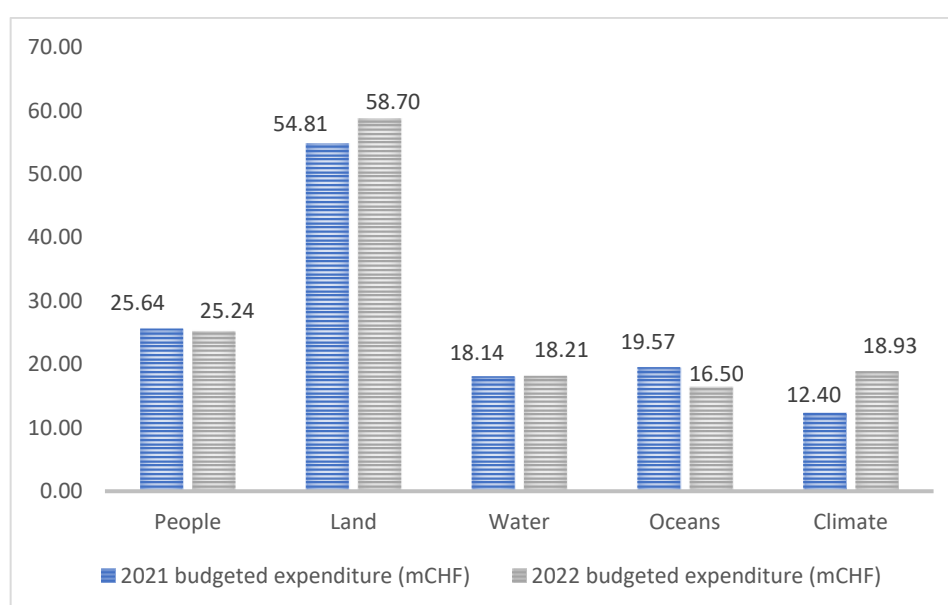


Table 7 provides 2022 budget allocations for each programme area and its respective impact targets.

Table 7: 2022 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

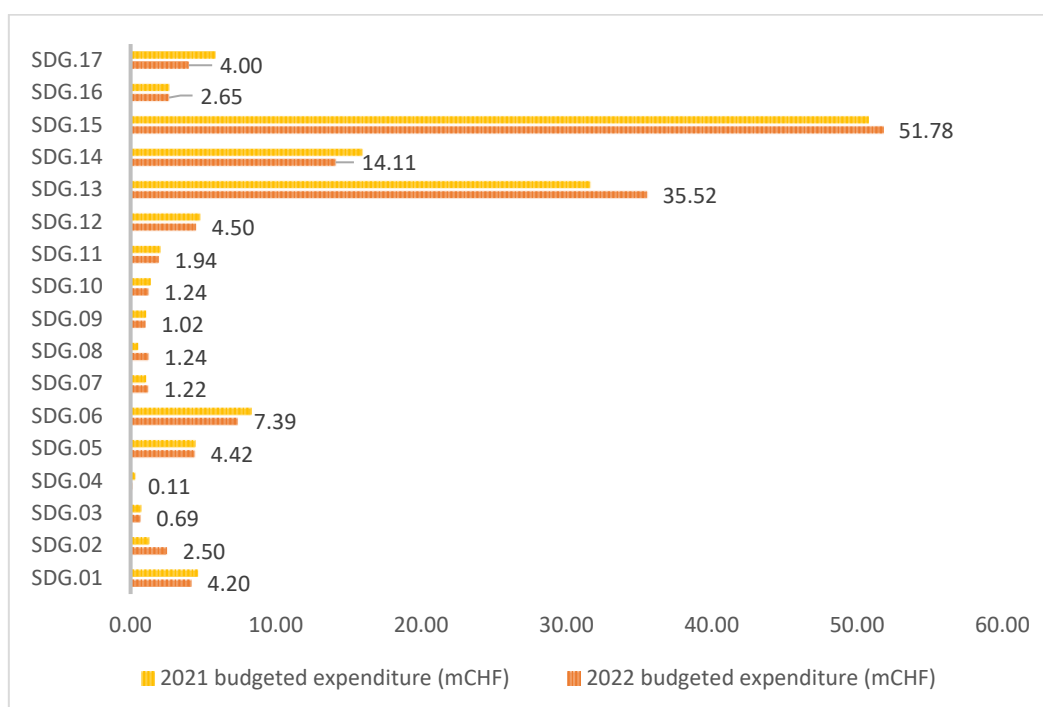
Programme Area	Impact Target (IT)	2022 Budget Allocation (mCHF)	% of 2022 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	6.97	5.0%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	15.24	11.0%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	3.03	2.2%
Sub-total People		25.24	18.2%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	49.10	35.4%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	8.87	6.4%

¹¹ It is worth noting that while this snapshot is showing negative variance between 2022 and 2021 for both People and Oceans, the overall trend is positive for all five Areas. Variations are mainly due to the temporal component of portfolio management, i.e. this data provides a snapshot of the portfolio at two given dates and do not necessarily demonstrate trends over the planning cycles, with new projects being created and old ones closing on a regular basis.

	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.73	0.5%
Sub-total Land		58.70	42.4%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.55	2.6%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	6.11	4.4%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.55	6.2%
Sub-total Water		18.21	13.1%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	6.49	4.7%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.97	5.0%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	3.04	2.2%
Sub-total Oceans		16.50	11.9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	11.35	8.2%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.11	1.5%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	5.47	3.9%
Sub-total Climate		18.93	13.7%
Programme Support		0.97	0.7%
TOTAL		138.55	100%

1.6. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2022 IUCN budget allocation to the SDGs is similar to the one from 2021, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 37% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 26% of all project portfolio budget. The three SDG 15, 13 and 14 account for almost three quarters (73%) of the overall project portfolio budget.

Figure 5: 2021 and 2022 budgeted expenditure per SDG¹² (CHF)

2. Programme Investment Framework and Innovation

A two-stage process was introduced to IUCN's annual planning and budgeting cycle. The first stage allowed for stock-taking and analysing where IUCN stands with regards to strategic objectives, performance and assurance. The stock-taking exercise built on recent reviews and evaluations, financial performance as well as progress monitoring of IUCN activities globally. It helped assess the overall performance of IUCN and the external trends that may have an influence on the work of the Union.

During stage 1, prioritisation criteria were also discussed and used to steer the discussion throughout the process. Those informed the preparation of the 2022 ambition and target setting and ultimately fed into the 2022 planning and budgeting principles and guidelines:

- **Transparency in the Decision-Making**
All Units and Regions indicated how they plan to use Membership Dues, Framework Funding and Overheads. This helped to better understand expenditure and needs across the organisation.
- **Utilisation of Overheads and Projects Planning**
Going forward, all projects need to budget and charge costs as direct costs to the extent possible, allowing for the overheads to be used for maintaining and growing the organisation's core functions and institutional capacity around the world, and to provide a buffer for risk management. We will enhance transparency and accountability on how direct and indirect costs are budgeted and used. Negotiations with key donors will take place in order to agree on possible concrete cost recovery arrangements.
- **Effective and Efficient Operations**
IUCN will strengthen its corporate functions in a way that is efficient and effective. We will achieve institutional agility to remain relevant, adapting to a changing environment.
- **An Institution that Responds to New Challenges**

¹² Percentages calculated from 2021 and 2022 budget values for C List and B List factored-in. Data extracted on 16/12/21.

IUCN will invest in innovation including the development of new ideas across the Secretariat, optimising, where relevant, the application and use of IUCN knowledge products and in doing so securing new sources of revenue to sustain their maintenance and development.

- **Clear deliverables and result based management**
IUCN will strengthen its result-based management by building clear linkages between our projects, activities and outcomes, as well as set institutional priorities.
- **Risk Management and Financial Stability**
IUCN will strengthen its financial reserves to mitigate higher levels of risk and to ensure long-term financial stability. Generation of planned annual surpluses will be essential in this respect.
- **Resource Mobilisation**
We will strengthen resource mobilisation, recognising diverse capacities across the organisation and building capacities for IUCN Secretariat to manage larger funds, especially GEF/GCF.
- **Cooperating with our Members and Commissions**
IUCN Secretariat will strengthen its cooperation with Members, including maintaining and increasing the number of Members and mobilising the power of the “Union” in influencing policy, both with governments and the private sector.
- **One Integrated Team**
Strengthening the one Secretariat Team by promoting integration in the way we work, whilst recognising diverse challenges and opportunities across the Secretariat. Internal communication and integrated corporate support will be strengthened to enable strong coordination among IUCN staff functions.

The second stage included an annual planning meeting with all Heads of Units and Regions and the Executive Board. Annual planning discussions led to the decision of which 2022 priorities would be taken forward. These priorities, initiatives and overarching themes have also been presented to and approved by Council in early 2021, as part of the DG Report to Council; and to the IUCN Members Assembly as part of the DG Report to Congress in Marseille, September 2021. Investment priorities and innovation development efforts are furthermore aligned with the objectives of the Union and the means to achieve those, as prescribed in Article 3 of the IUCN Statutes and Regulations, as well as Article 79 which lays out the obligations of the Director General, which include ensuring the financial health of the organisation.

These priorities, found in this document, informed the methodology and drafting of workplans and budgets.

The programme investment and innovation approach has been adapted in 2022, moving from a systematic allocation of unrestricted framework funding to a more strategic and targeted allocation to drive programmatic and innovative developments in specific work areas. This approach is intended to deliver solid results while ensuring strategic alignment with IUCN 2021-2024 Programme.

Framework funding will be used to enable innovation and development across the organisation. As part of the planning and budgeting process, Unit Managers were invited to prepare business plans according to four programmatic and innovation categories.

Portfolio Development

Investment in this category is meant to help IUCN's units grow their project portfolio to ensure strategic alignment with the Programme, strategic positioning and overall sustainability of the organisation. Portfolio growth could materialise in different forms depending on institutional needs, ranging from financial growth to programme area and SDGs coverage among others.

Member and Commission engagement in programme delivery

Related to the above, investment in this category will aim at increasing Members and Commissions' engagement in IUCN's programme delivery. This includes the roll out of phase 2 of the Contributions for Nature platform - the digital platform offering a useful vehicle for member engagement around programme delivery. This investment is also intended to build on the new sub-national government membership category and the work of the Urban Nature Alliance; part of the investment will focus on establishing IUCN as a major conservation partner with urban municipalities globally.

Thematic Innovation for Programme Development

Investments in this category will be made along three streams. The first one will focus on supporting the adoption of a truly global and transformative Post-2020 Global Biodiversity Framework; whilst strategically positioning IUCN to actively contribute to its implementation. Following the first part of CBD COP15 Kunming, there are two imperatives: i) to accelerate implementation action consistently across the agreed targets, and ii) to ensure that other (non-conservation) sectors are co-opted to support delivery of the targets. Part of the reason these have not materialised fully is that there is no practical economy-wide framework that can help different sectors identify where they can make significant contributions in their planning process. This investment will aim to deliver and apply such a framework, optimising the use and application of IUCN knowledge products and tools.

The second stream aims to optimise the role of nature in climate finance. In line with the Union's position at UNFCCC COP26, IUCN is making the case for a more significant share of climate finance globally to be directed towards nature and, at the same time, position IUCN to increase the flow of its own revenues derived from climate financing. This work will be built around gaining broader support for this case, including through effectively mobilising and positioning the utility of its tools and knowledge products.

The third stream will be around science and data. Investments under this category will help IUCN in developing the required organisational capabilities and business models to strengthen its scientific and data value proposition. It will also enable IUCN to tap into growing assurance markets and keep abreast of external developments and trends in innovation.

Technical and thematic input to international and regional policy engagement

In 2022, a number of key international policy processes will convene to advance the sustainable development and environmental governance agenda. Investment in this category will aim to increase and improve the quality of IUCN's technical input to international and regional policy processes such as i) engagement of technical and regional colleagues into the three Rio Conventions – CBD, UNFCCC, UNCCD, ii) engagement on international policy where IUCN advice is regularly sought – RAMSAR, CMS, CITES, World Heritage, or iii) to support relevant regional policy processes.

Moreover, it is expected that investments in this category would strengthen IUCN's positioning and influence in the global policy debate (e.g. High Seas Marine Protected Areas, expansion of the global extent of protected and conserved areas, amongst other).

3. Membership & Commission Engagement

A Union of more than 1,500 diverse Members, together with an unmatched global network of conservation experts under the IUCN Commissions, has the credibility to play a leading role in the global effort to redefine our relationship with nature. Membership and commission engagement is at the very core of the Union's vision and mission. To improve and foster engagement in 2022, the Secretariat has set the following strategic priorities:

- *Strategic engagement* through a more tailored value proposition and services to Members.
 - Define and implement clear **value propositions** tailored to the different types of Members.
 - **Recruit** new Members, including States and subnational governments.
 - **Implement** key actions identified in the **Membership strategy**.
 - Provide appropriate **corporate services** for IUCN's Members in terms of communication (e.g. convenings and online consultations), tools and platforms (e.g. Union Portal, Contributions for Nature Platform) and services to Members (e.g. online voting and new opportunities for effective remote participation in Union debates and decision-making processes, Resolutions follow-up and capacity building, amongst other).

- *Joint annual planning with Commissions*
 - In line with its revised, **data-driven approach to annual planning and budgeting**, in 2022 and going forward, the Secretariat will ensure close cooperation with Commissions in the development of joint annual workplans against which the Secretariat and Commissions' activities will be monitored. The Secretariat will work closely with the Commissions to ensure the **use and application of IUCN knowledge products is scaled up and optimised in a strategic and coordinated manner** that ensures their financial sustainability.
- *Working with Members* on the implementation of IUCN Resolutions and Programme delivery.
 - Prepare and disseminate position **statements on conservation**, drawing on the expertise of Members.
 - **Influence global environmental policies** and assist in the development of mechanisms for debating and resolving international environmental issues.
 - Support Members and National, Regional and Interregional Committees with their work, and participate in meetings as requested by Members.
- *Supporting Members* through capacity strengthening, information and expert support.
 - Provide support to **strengthen Members' institutional capacity**.
 - Provide support to Members on project development and access to multilateral funding (e.g. GEF/GCF)
 - Provide a forum for discussion of conservation issues and developing **expert networks** and information systems to support IUCN Members.
- *Cooperation and coordination* amongst members, and between members and the Secretariat.
 - Promote **cooperation amongst IUCN Members** by facilitating meaningful engagement between – for example – national NGOs and respective State Members to further global goals for nature, collectively and collaboratively.
 - Strengthen **coordination between the Secretariat and IUCN Members**, in particular through:
 - Effective operation of regional offices and membership focal points that support Programme Centres in their interaction with Members on project development, advocacy, influence and policy development.
 - A proactive Membership Unit that serves as the interface between the Secretariat, the IUCN Members, Commission members and National, Regional and Interregional Committees worldwide.

The Budget for 2022

1. Introduction

The 2022 budget represents the second year of implementation of the 2021-2024 Financial Plan.

Budget summary

A surplus of CHF 1.0m is budgeted for 2022. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.5m. The increase in the surplus is attributed to increases in the levels of corporate costs funded by the project portfolio. The total expenditure budget is CHF 145m, a significant increase on the forecast for 2021 (CHF 122m). This is driven by a growing project portfolio, a reduced impact of Covid 19 on implementation rates and a focus on delivery.

In both 2020 and 2021 implementation levels were impacted by Covid-19 which delayed certain activities. The impact was greatest on work performed by implementing partners. Although further delays cannot be ruled out, implementation levels steadily increased during the last 6 months of 2021 and this is expected to be maintained throughout 2022.

Targeted investments will be made in 2022 in programme development and innovation, together with investment in initiatives to increase operational efficiency and organisational effectiveness.

External context

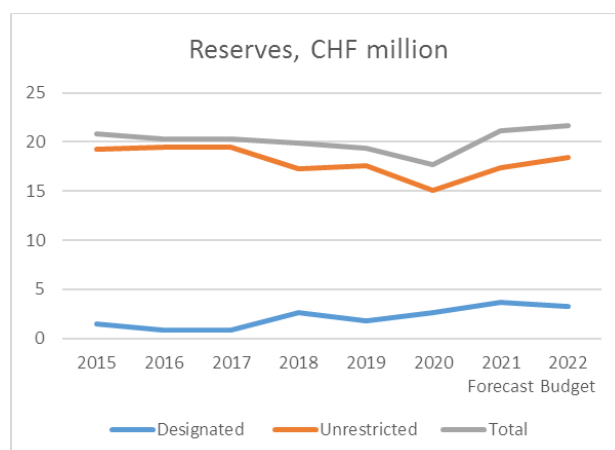
The Covid-19 emergency continued to impact programme implementation during the course of 2021. With the rollout of vaccination programmes the impact has steadily declined and this positive trend is expected to continue, assuming vaccine resistant strains do not emerge.

Funding remains strong, driven by donor support for the IUCN Programme and the increased recognition of the role nature can play in combatting climate change and mitigating its impact.

Overall Financial Situation

IUCN's overall financial situation is improving. In 2020 unrestricted reserves declined to CHF 15.1m as a result of unforeseen Congress costs and the need to make provision for Congress losses. The 2021 forecast shows an increase of CHF 2.3m in unrestricted reserves. This trend will be maintained in 2022, assuming that the budgeted surplus of CHF 1.0 million is realised.

Figure 7: IUCN reserves



A growing portfolio and the expansion of grant making programmes and projects implemented through partner organisations has increased the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds reserves to support higher levels of risk.

Figure 8 shows income trends over the last 6 years together with the forecast for 2021 and the budget for 2022. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio.

Figure 8: Income trends, CHF million

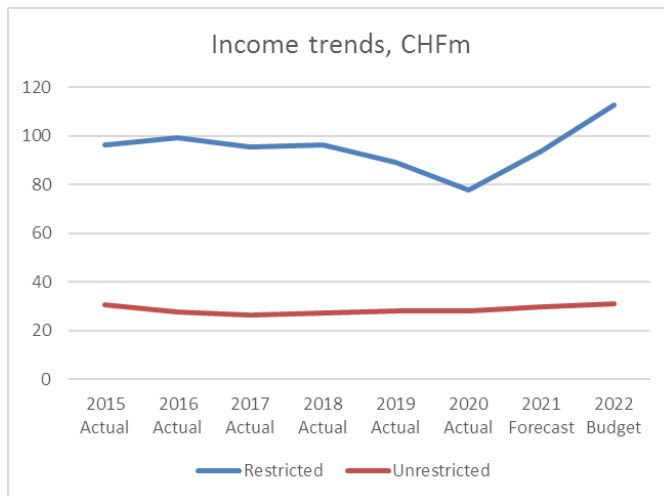
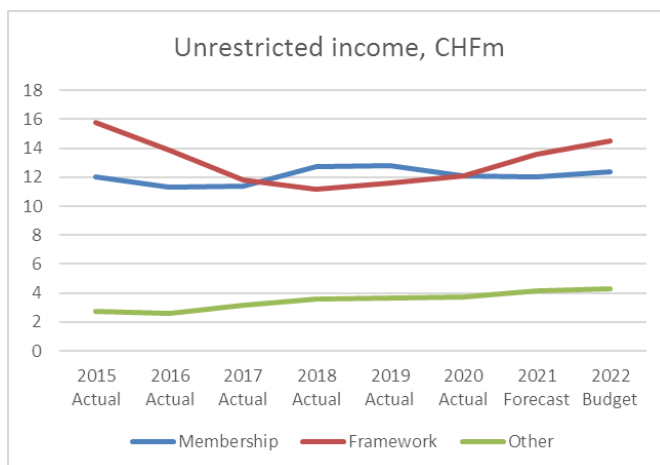


Figure 9 provides an analysis of the unrestricted income trend, broken down into its three main components: membership dues, framework income and other unrestricted income.

Figure 9: Unrestricted income trends, CHF million



Membership dues are stable. Membership dues declined in 2021 following the rescission of Members at the 2021 Congress. A modest increase is expected in 2022.

Framework income declined significantly over the period 2015-2018 but has since recovered, with growth in both 2021 and 2022.

2. Budget summary

Table 9 shows the budget for 2022. The budgeted result for 2022 is a surplus of CHF 1.0 million. Income is budgeted at CHF 145.6m and expenditure at CHF 145m. Reserve movements (described in section c below) bring the budgeted result to CHF 1.0m. Each major budget line is described below the table.

Table 9: Budget summary

	2020	2021	2022	2022
	Actual	Forecast	Budget	Plan
Income				
Unrestricted income				
Membership dues (net of provisions)	12.1	12.0	12.4	13.3
Framework income	12.1	13.6	14.5	12.6
Other unrestricted income	6.7	6.3	6.1	8.2
Total unrestricted income	30.9	31.9	33.0	34.1
Restricted income				
Project income	77.6	93.6	112.6	108.9
Total restricted income	77.6	93.6	112.6	108.9
Total income	108.5	125.5	145.6	143.0
Expenditure				
Staff costs				
Funded by project income	29.2	31.5	29.9	32.5
Funded by unrestricted income	24.4	24.5	27.2	27.3
Total staff costs	53.6	56.0	57.1	59.8
Other operating costs				
Funded by project income	5.3	5.2	7.7	6.7
Funded by unrestricted income	8.0	4.0	5.2	6.3
Total other operating costs	13.3	9.2	12.9	13.0
Project activities				
IUCN activities	27.3	32.7	30.2	69.7
Implementing partner activities	15.8	24.2	44.8	
Total project activities	43.1	56.9	75.0	69.7
Total expenditure	110.0	122.1	145.0	142.5
Operating result	-1.5	3.4	0.6	0.5
Transfers from/(to) designated reserves	-0.8	-1.1	0.4	0.0
Surplus/(deficit)	-2.3	2.3	1.0	0.5

a) Income

Unrestricted income is budgeted at CHF 33.0m.

Membership dues are budgeted at CHF 12.4m. This exceeds the forecast for 2021 of CHF 12.0m which takes into account provisions for amounts owed by Members who were rescinded at the 2021 Congress. The 2022 budget reflects the new membership dues scale approved by Congress and the reassessment of Members in the categories National and International Non-Government Organisations and Indigenous Peoples Organisations.

The amount budgeted is after deduction of a provision of CHF 1.0m for late payment or defaults.

Framework income is budgeted at CHF 14.5m. The budget is based on existing contracts with framework partners and does not include new agreements that may be entered into during the course of 2022.

Other unrestricted income is budgeted at CHF 6.1m. Other unrestricted income includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3rd parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.6m) and other sundry income (CHF 1.6m). Total unrestricted income is in line with the forecast for 2021.

Restricted income is budgeted at CHF 112.6m. IUCN recognises restricted income as expenditure is incurred and contractual obligations are fulfilled, hence income realisation is dependent on delivery. The total amount is significantly higher than the 2021 forecast (CHF 93.6m). The increase reflects the growth in the project portfolio, particularly in respect of GEF and GCF projects and also expected increases in implementation levels for the portfolio as a whole which will be driven by a focus on delivery and monthly monitoring.

b) Expenditure

Staff costs are budgeted at CHF 57.1m, compared to a forecast of CHF 56.0 for 2021. The increase reflects the increase in the level of unrestricted income and increased investment in both corporate and programmatic activities. CHF 29.9m is funded by project income through direct charging of staff time to projects, and CHF 27.2 by unrestricted income.

Other operating costs are budgeted at CHF 12.9m of which CHF 7.7m is funded by project income and CHF 5.2m by unrestricted income. Operating expenditure includes provisions of CHF 0.5m for foreign exchange losses and project losses.

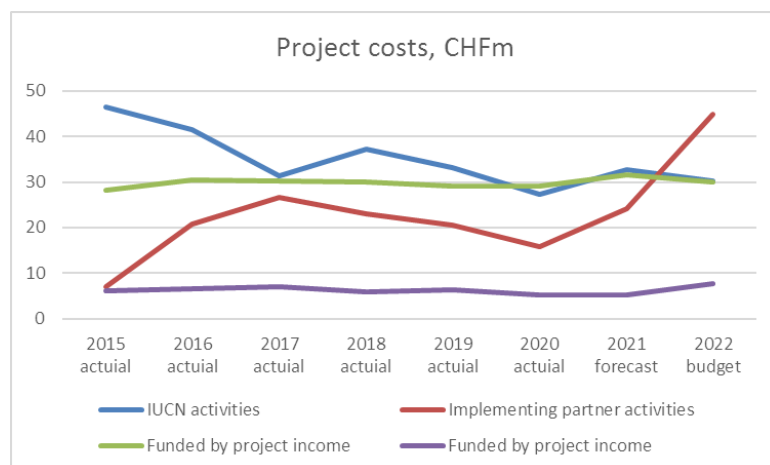
Other operating costs were low in 2021 due to significant savings in discretionary costs such as travel and also as a result of foreign exchange gains of CHF 0.5m.

Project activities

IUCN project activities are budgeted at CHF 30.2m compared to a 2021 forecast of CHF 32.7m. **Implementing partner activities** are budgeted at CHF 44.8m compared to a 2021 forecast of CHF 24.2m. The significant increase in implementing partner activities is due to: 1) implementation delays in 2021 due to Covid 19; and 2) further growth in the GEF and GCF portfolios during 2021 which will lead to higher expenditure levels in 2022.

Figure 10 shows the evolution of project expenditure over the last 7 years. Expenditure levels declined in 2020 but have since recovered. Growth is strongest in implementing partner activities, driven by a growing GEF/GCF portfolio, but also as a result of a focus on large scale initiatives involving partner organisations.

Figure 10: Trends in project expenditure, CHF million



c) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF 0.4m in aggregate and comprise the amounts shown in Table 10.

Table 10: Reserve transfers

	2021	2022
CHF m	Forecast	Budget
World Conservation Congress and convenings	-	(0.5)
External and Governance Review	(0.1)	(0.1)
Other	(1.0)	1.0
Total expenditure	(1.1)	0.4

An allocation of CHF 0.5m has been made for the next Congress and for other convening events. An allocation of CHF 0.1m has been made for the External Review which takes place every four years.

An allocation of CHF 1.0m to designated reserves is included in the forecast result for 2021. This will be used to support organisational change process which started in 2021 that will continue into 2022. The funds are, therefore, carried forward from 2021 and budgeted to be utilised in 2022. The funds will support strengthening the regions and the newly established programme centres, and for investment in corporate functions across the Secretariat.

3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the second year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 11 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2022 budget.

Table 11: Progress against Financial Plan targets

Target	Value	Period	2022 progress
Increase membership dues	10%	2021–2024	Increase of 2.5% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 19.7% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> • GEF/GCF • Other 	15% 5%	Year-on-year	Increase of 10% in aggregate compared to 2021 budget
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 20% budgeted compared to 2021 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2022 is 54%. The lower percentage reflects the increase in framework funding not foreseen in the Financial Plan. Work on the full cost recovery model will be taken forward in 2022 with the objective of increasing the level of recovery.
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2022 is 20%, in line with the target.
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2021 income from foundations and philanthropy is forecast at 7%
Grow income from private sector	From 3% to 5% of total income	2021–2024	2021 income from the private sector is forecast at 3%

Target	Value	Period	2022 progress
Increase reserves	CHF 3m	2021–2024	The forecast result for 2021 is a surplus of CHF 2.3m. The budgeted surplus for 2022 is CHF 1.0m.

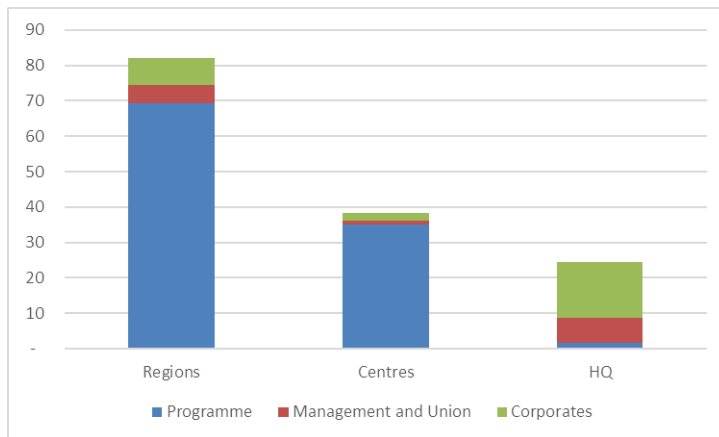
4. Analysis of the 2022 budget by organisational structure

Table 12 below presents the 2022 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are centralised, eg global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff based in Gland, Switzerland as well as staff based in other offices that have a headquarters role.

Table 12: Analysis of the 2022 by organisational group, CHF million

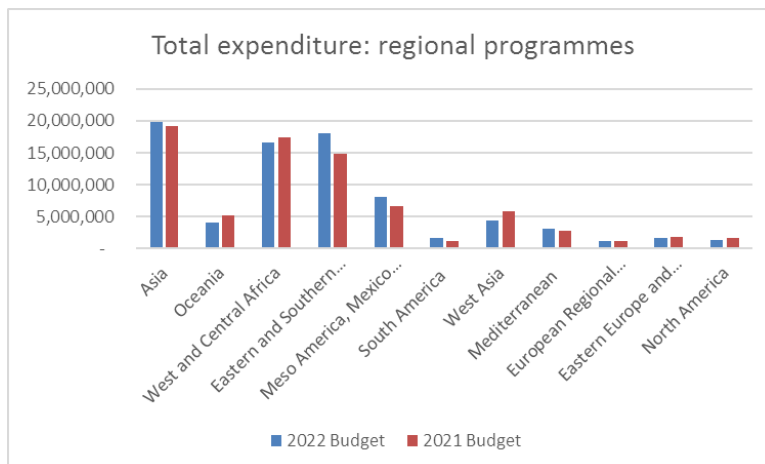
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure	
Regional programmes							
Expenditure							
Programme	14.0	0.9	14.9	20.8	33.5	69.2	84%
Management and Union	3.3	0.6	3.9	0.8	0.6	5.3	7%
Corporates	5.0	2.2	7.2	0.2	0.0	7.4	9%
Total expenditure	22.4	3.6	26.0	21.8	34.2	82.0	100%
Centres							
Expenditure							
Programme	15.3	0.8	16.1	8.3	10.6	34.9	91%
Management and Union	1.1	0.1	1.2	0.0	-	1.2	3%
Corporates	1.8	0.4	2.2	0.0	-	2.2	6%
Total expenditure	18.2	1.2	19.5	8.3	10.6	38.3	100%
Headquarters							
Expenditure							
Programme	1.3	0.2	1.5	0.0	-	1.6	6%
Management and Union	4.9	2.2	7.2	0.0	-	7.2	29%
Corporates	10.2	5.5	15.8	0.0	-	15.8	64%
Total expenditure	16.5	7.9	24.4	0.1	-	24.5	100%
Total							
Expenditure							
Programme	30.7	1.8	32.5	29.1	44.1	105.7	73%
Management and Union	9.3	2.9	12.2	0.8	0.6	13.7	9%
Corporates	17.1	8.1	25.1	0.2	0.0	25.4	18%
Total expenditure	57.1	12.8	69.9	30.2	44.8	144.8	100%

Taking the organisation as a whole, programme functions account for 73% of the budget, management and Union functions 9% and corporate functions 18%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 11 presents the above information graphically.

Figure 11: Analysis of 2022 budget by organisational group and function

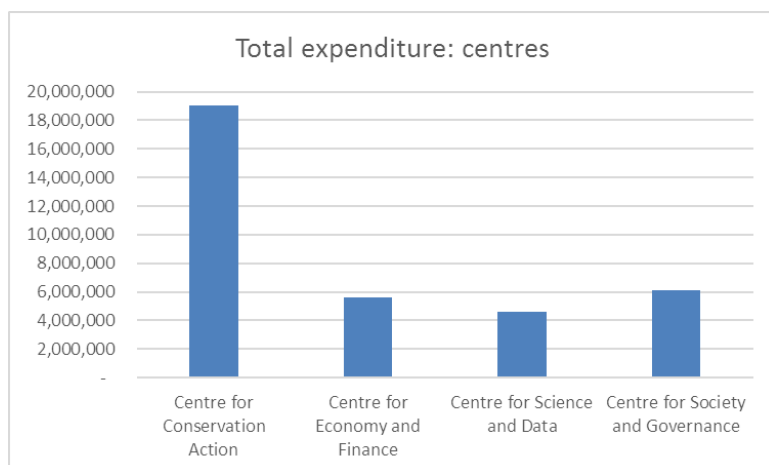
Corporate costs are funded by a variety of mechanisms including allocations from unrestricted income and also through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is budgeted to increase by CHF 1.5m compared to 2021 through the introduction of new allocation methodologies. See also Annex 1: IUCN Budget Architecture and Funding Model.

Figure 12 provides a breakdown of the budget for the regions and figure 13 a breakdown of the budget of the centres.

Figure 12: Regional programme budgets

Regions with the highest level of expenditure are Asia, West and Central Africa, and Eastern and Southern Africa, which together account for 68% of total regional expenditure.

Figure 13: Centre budgets



The Centre for Conservation and Action accounts for 54% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

5. Investments

The majority of IUCN's investments are programmatic in nature and are funded by framework income (see Workplan section 2).

Other investments are shown in Table 13.

Table 13: Planned investments

Area	Amount	Description
Strengthening resource mobilisation and relationship management	CHF 500k	Continuation of investment started in 2021. The capacity of the Strategic Partnerships Unit was strengthened in 2021. The objective is to increase the level of unrestricted funds to support programme innovation and to grow flexible programmatic funding. This will be achieved by targeting new framework partners, philanthropy and the corporate sector.
Strengthening accountability and transparency on the use and allocation of resources	CHF 300k	Continuation of investment started in 2021. The capacity of the Planning, Monitoring, Evaluation and Risk function (PMER) was increased in 2021. This will be maintained in 2022 to further build assurance, measure performance and leverage learning.
Document management	CHF 200k	Continuation of investment started in 2021. As part of a broader digitalisation strategy, investment will be made in the development of a document management system. A scoping exercise was performed in 2021. In 2022 a system will be selected and implementation will start.
Information Technology (IT) investments	CHF 850k	Investment will continue to be made in IUCN's IT infrastructure and applications. The Global Area Network will be upgraded over the course of 2022, security will be strengthened and existing applications will be leveraged through a continuous improvement process.
IUCN Website	CHF 60k	IUCN's new website will go live in 2022. The total cost is estimated at CHF 300k, which will be depreciated over 5 years (CHF 60k p.a.).
Organisational change	CHF 1,000k	Strengthening the regions and the newly established programme centres, and targeted investment in corporate functions across the Secretariat.

6. Risks Inherent in the Budget 2022

The main risks for 2022 are:

1. Delays in project implementation

Project expenditure is budgeted at CHF 113m, a 21% increase on the 2021 forecast of CHF 94m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans. However, the outlook for the Covid-19 pandemic remains uncertain. IUCN may continue to face implementation challenges, particularly if the work of implementing partners is constrained by restrictions on work and travel imposed by governments.

Delays in project implementation would result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It would also result in a reduction in the funding of corporate costs by the project portfolio, meaning a higher portion would have to be funded from unrestricted income.

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

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed

A total of CHF 14m of project expenditure is budgeted to come from contracts not signed as at 15 December 2021. This is significantly lower than the comparative level for the 2021 budget (CHF 29m), and represents a reduction in risk.

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

Risk Level: Low

Risk Owner: Centre and Regional Directors

3. Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reasons. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This could lead to delays in payment or withdrawal of Members.

Risk response: A provision of CHF 1.0m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy are key priorities for 2022, including strengthening IUCN's value proposition.

Risk Level: Medium

Risk Owner: Deputy Director General – Corporate Functions

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2022 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

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

to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

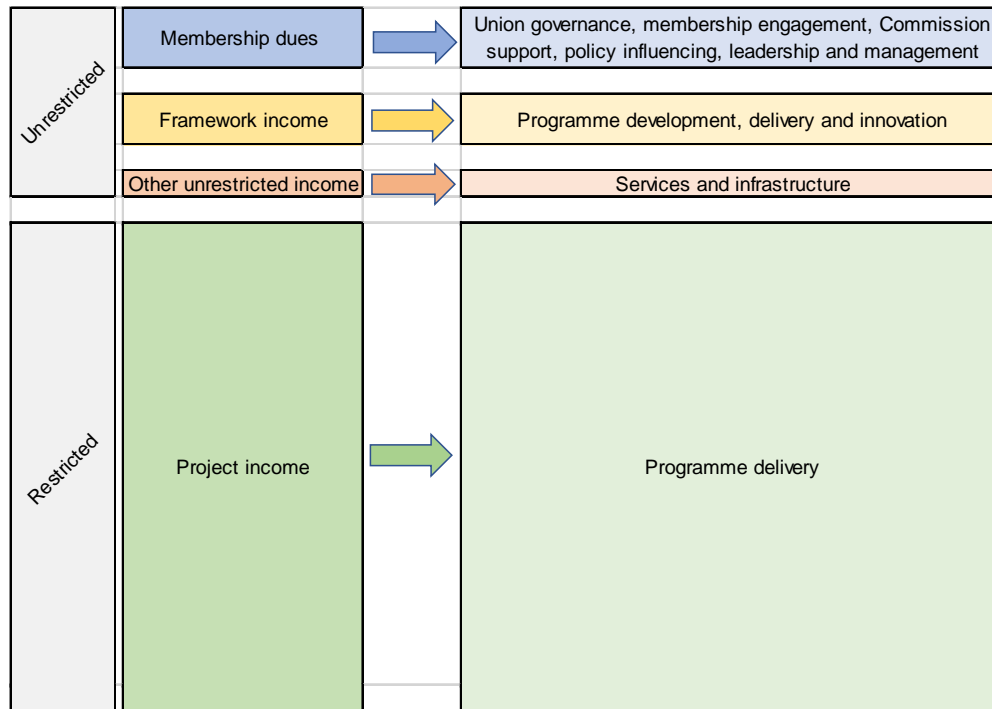
Risk Level: Low.

Risk Owner: Chief Finance Officer

Annex 1: IUCN Budget Architecture and Funding Model

IUCN's budget architecture can be depicted as shown in figure 14.

Figure 14: IUCN budget architecture



The architecture shows which funding source funds which costs.

The following principles have been applied:

Unrestricted income

Membership dues are used primarily to fund Union functions such as Governance, Membership engagement, and support to the IUCN Commissions. They are also fund international policy work, management and leadership, global communications (branding, IUCN website, media relations etc.), the Office of the Legal Advisor, Union systems and risk provisions.

Framework income is unrestricted programmatic funding. Consequently, it is used primarily to fund functions that further the implementation of the 2021-2024 Programme, such as programme development and coordination; programme innovation and knowledge generation; and relationship management and collaboration.

Other unrestricted income is used primarily to fund services and infrastructure as the most significant element relates to rental and service fee income.

Restricted income

Project restricted income is income generated from the IUCN project portfolio. It funds the associated project expenditures, including IUCN staff costs associated with project delivery and indirect project costs.

IUCN's intention over the course of 2022 and future years is to increase the level of corporate costs funded by the project portfolio, thereby limiting subsidisation from other funding sources. This will be supported by the roll out of a new overhead policy. This will allow for a greater proportion of Membership dues to be invested in activities that advance the development and impact of the Union. It will also increase the financial resilience of IUCN and support long term financial sustainability.

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
Africa	Institut des Sciences de l'Environnement (submitted by 30.6.21)	ISE	Senegal	http://ise.ucad.sn/	National NGO	ADMIT
Africa	Care for Wild Rhino Sanctuary (submitted by 30.9.21)	CFWRS	South Africa	https://www.careforwild.co.za/	International NGO	ADMIT
Meso and South America	Fundaciòn de Conservaciòn Tierra Austral (Tierra Austral Conservation Foundation) submitted by 30.6.21)	FTA	Chile	https://www.fundaciontierraaustral.cl/	National NGO	ADMIT
Meso and South America	Unión Regional de los Pueblos Indígenas de la Amazonía de la Provincia de Atalaya (Regional Union of the Indigenous Peoples of the Amazon of the Atalaya Province) (submitted by 30.9.21)	URPIA	Peru	N/A	Indigenous peoples organisations	ADMIT
North America & the Caribbean	Reseau de milieux naturels protégés (Network of protected natural landscapes) (submitted by 30.9.21)	RMN	Canada	https://rmnat.org/	National NGO	ADMIT
North America & the Caribbean	International Indian Treaty Council (submitted by 30.6.21)	IITC	United States of America	http://www.treatycouncil.org/	Indigenous peoples organisations	ADMIT
South and East Asia	The Hong Kong Bird Watching Society (submitted by 30.6.21)	HKBWS	China	https://cms.hkbws.org.hk	National NGO	ADMIT
South and East Asia	Lok Sanjh Foundation (submitted by 30.6.21)	LSF	Pakistan	https://loksanjh.org	National NGO	ADMIT
South and East Asia	Centre for Sustainable Rural Development (submitted by 30.9.21)	SRD	Viet Nam	http://www.srd.org.vn/	National NGO	ADMIT
West Asia	The Royal Commission for AIUIA (submitted by 30.6.21)	RCU	Saudi Arabia	https://www.rcu.gov.sa/en	Government Agency	ADMIT

**Membership Applications
to be considered by Council in February 2022**

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
West Asia	Al Ain Zoo (submitted by 30.6.21)	AAZ	United Arab Emirates	https://www.alainzoo.ae	Government Agency	ADMIT
Oceania	Coalition of Legal Toothfish Operators, Inc. (submitted by 30.9.21)	COLTO	Australia	https://www.colto.org/	National NGO	ADMIT
East Europe, North and Central Asia	Shoqata E Kerkimeve Urbane (Urban Research Institute) (submitted 30.9.21)	URI	Albania	http://www.uri.org.al	National NGO	ADMIT
East Europe, North and Central Asia	ArAves nature conservation NGO (submitted by 30.9.21)	ArAves	Armenia	https://www.araves.org	National NGO	ADMIT
West Europe	European landowners' Organization (submitted by 30.9.21)	ELO	Belgium	https://www.europeanlandowners.org	National NGO	ADMIT
West Europe	Enaleia (submitted by 30.9.21)	Enaleia	Greece	https://enaleia.com/	National NGO	ADMIT
West Europe	Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement (Center for Studies and expertise on Risks, Environment, Mobility, and Urban and Country Planning) (submitted by 30.6.21)	CEREMA	France	https://www.cerema.fr	Affiliate	ADMIT
West Europe	Institut océanographique Paul Ricard (Paul Ricard Oceanographic Institute) (submitted by 30.6.21)	IOPR	France	https://www.institut-paul-ricard.org	National NGO	ADMIT
West Europe	Wilhelma, Zoologisch-Botanischer Garten Stuttgart (Wilhelma, the Zoological and Botanical Garden Stuttgart) (submitted by 30.6.21)	Wilhelma	Germany	https://www.wilhelma.de	National NGO	ADMIT



Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (2021-25)

Preamble

Section 37 of the statutes gives responsibility to Council to "... (ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"

IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.

The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.

Objective

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

Functions

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.
- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.
- 10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

- 11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.¹
- 12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.
- 13) Prepare the work of the Finance and Audit Committee of Congress.
- 14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.² (Attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

¹ The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

² Under preparation for the term 2021-25

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

Statutes, 81: Approving the staff rules

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

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

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

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

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



Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2021-25)

(Approved by the IUCN Council, 107th Meeting, 8-10 February 2022)

Objective

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

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;
- (3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);
- (7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (To be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

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

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

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

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

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

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

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

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

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

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



Programme and Policy Committee of the IUCN Council (PPC)

Terms of Reference 2021-25

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022

Objective

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

Functions

1. Assist Council in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement in IUCN Programme delivery; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (to be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

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

Regulation 75: Handling appeals from people denied membership of Commissions

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

Membership of the standing committees of the IUCN Council 2021-25

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022**Finance and Audit Committee (FAC)**

- Rick Bates, Chair
- Norbert Baerlocher
- Sonia Castañeda Rial
- Marco Vinicio Cerezo
- Said Damhoureyeh
- Catherine Iorns
- Ali Kaka
- Vilmos Kiszal
- Jon Paul Rodriguez
- Nihal Welikala, Treasurer
- Jong Soo Yoon
- Director General or his alternate

Governance and Constituency Committee (GCC)

- Vivek Menon, Chair
- Shaikha Salem Al Dhaheri
- Carl Amirgulashvili
- Ramiro Batzin Chojoj
- Ana Di Pangracio
- Sixto Inchausteguí
- Maud Lelievre
- Keping Ma
- Imen Meliane
- Ramon PerezGil
- Samad-John Smaranda
- Gloria Ujor
- Christina Voigt
- Director General or his alternate

Programme and Policy Committee (PPC)

- Sue Lieberman, Chair
- Angela Andrade
- Brian Child
- Peter Michael Cochrane
- Hilde Eggermont
- Lolita Gibbons-Decherong
- Kazuaki Hoshino
- Hasna Moudud
- Ayman Rabi
- Madhu Rao
- Sean Southey
- Bibiana Sucre
- Kristen Walker
- Director General or his alternate



Criteria for selecting a Host Country for the IUCN World Conservation Congress

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022

1. Provide confirmation that all persons entitled to attend the Congress¹ are admitted to the Host Country without discrimination (as required by Article 21(a) of the Statutes of IUCN).
2. Guarantee that all IUCN-designated “essential Host Country financial commitments” will be met, including adequate provision for inflationary increases
3. Grant to IUCN an International organisation status or equivalent status/rights, with at minimum exemption from all direct and indirect taxes and duties on revenue from the Congress and import or export from material related to the Congress; exemption from entry requirements and alien registration for IUCN Staff and Council Members, exemption from social security requirements and any other privileges or immunities required for the smooth running of the Congress
4. Openness, transparency and respect including commitment to provide unrestricted access to internet for registered Congress participants and freedom of press for accredited Congress media during Congress
5. Provide commitment that no financial or in-kind support will be provided by the host destination to any other major non-IUCN conservation-related event of 1,000 or more delegates, nor will such events be hosted in publicly-owned or -operated venues in the host country (or, in case of countries with a surface of more than 1million km², in the same state/province), taking place over the period 9 months prior until 4 months after the IUCN Congress
6. Provide evidence of how destination would commit to organising the most sustainable possible event
7. Provide data on the total hotel room capacity of the proposed host city, and track-record evidence of the destination’s ability to allocate at least 7000 rooms for a single event.
8. Confirm acknowledgment and commitment to support the full implementation of the below policies and strategies for the preparation and running of the IUCN Congress:
 - a. [Anti-harassment policy, including bullying and sexual harassment, for IUCN events & Annex 1](#)
 - b. [Gender mainstreaming strategy for IUCN events & Annex 1](#)
 - c. [IUCN Anti-fraud policy](#)
 - d. [IUCN Code of Conduct](#)
 - e. [IUCN Data protection policy](#)
 - f. [IUCN Operational Guidelines for Business Engagement](#)
 - g. [IUCN Procurement Policy](#)

¹ As per the Rules of Procedure of the World Conservation Congress (Rules 28-30),

“28. Participation in the Members Assembly shall be restricted to delegates, to observers and others who may be invited for specific purposes, and to members of the Council, members of the Commissions, the Director General and the Secretariat Staff.

29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members’ Assembly decides otherwise for the next World Conservation Forum.

30. Participation in selected sittings of the World Conservation Forum and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees.”

The term delegates refers to representatives of IUCN Members.”



107th Meeting of the IUCN Council (Part II)¹

18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda with proposed revisions

(Based on the C107 Agenda approved by Council during its virtual meeting on 8 February 2022)

Preliminary notes:

- Sections highlighted in green have been COMPLETED at C107 (Part I - virtual) in February 2022
- Numbering of documents takes into account the documents issued for C107 (Part I - virtual) in February 2022.
- Sections in red character present PROPOSED REVISIONS to the C107 Agenda, for Council approval in May.
- "APPROVAL" is highlighted wherever a Council decision is required

Wednesday 18 May 2022
<p>Agenda Item 1: Introduction by the President and APPROVAL of revisions to the agenda</p> <p>Council approved the agenda of its 107th meeting on 8 February 2022 (Decision C107/1). The proposed revisions pertain to topics emerging in the period February to May 2022 following the postponement of the Council meeting in person (Part II of C107) to May 2022.</p>
<p>Agenda Item 2: Director General's Report and Strategic Objectives 2022 (continued from February 2022)</p> <p>The Director General will respond in writing, in advance of the meeting, to the questions and comments from Council members raised in February on his report and proposed objectives incl. elaborating on his strategic objectives, adding quantifiable deliverables and clarifying how the proposed objectives deliver on the IUCN Programme. Discussion on the DG's objectives will focus on selected topics of strategic importance to IUCN identified in cooperation with the President, followed by APPROVAL of the DG's objectives.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/2/2 Director General's report on 2021 Strategic Objectives & 2022 Strategic Objectives - C107 May 2022
<p>Agenda Item 2bis: Annual Report and Financial Statements 2021</p> <p>Article 83 of the Statutes requires the Director General to "submit to the Council an annual report on the activities of IUCN, together with an account of the income and expenditure and a balance sheet as at the end of the year and proposals for future activities. When approved by the Council, this report shall be communicated to the Members of IUCN." The Annual Report was distributed to Council on 25 April 2022 for comments by 8 May. A revised version will be available in time for approval during the Council meeting. The FAC has reviewed the Financial Statements 2021 together with the external auditors' report and made recommendations to Council. Council will subsequently be invited to APPROVE the Annual Report and the Financial Statements 2021.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/2bis/1 Annual Report 2021 – draft distributed for comments by 8 May • C107/2bis/2 Financial Statements 2021 • C107/2bis/3 Report of the external auditor • C107/2bis/4 Outcomes and recommendations of FAC4 held on 22 April 2022 • C107/2bis/5 Annual Report 2021 – revised following comments from Councillors 16.05.2022

¹ Part I of the 107th Council meeting was held virtually on 8, 9 and 10 February 2022. Decisions of C107 (Part I – virtual) have been published [here](#). The May meeting will be preceded by a Council Retreat on 16-17 May, including a visit to the World Trade Organization.

Agenda Item 2ter: FAC's report on other aspects of its oversight role

The FAC will also report to Council on the financial update 2022 and other aspects of its role to “assist the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.” ([ToR of the FAC](#))

Documents:

- C107/2bis/4 Outcomes and recommendations of FAC4 held on 22 April 2022

Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions

3.1 Review of actions required from Council as specified in 2021 Congress Resolutions, Recommendations and Decisions. Council may wish to request its standing committees to prepare/oversee the timely implementation of specific actions and present recommendations to Council as and when required. PPC has discussed the process and timeline for implementation of Resolutions on Programme and policy at its meeting in April 2022. (Note that 2021 *Congress Decision-147 “Strategic Vision incl. Financial Strategy and Strategic Plan for the Union”* will be discussed under Agenda Item 4)

The part related to the appointment of the Interim Chair was dealt with *in camera*:**3.2 [Resolution-110](#) – Establishing the Climate Crisis Commission**

With [DEC C107/2](#), the Council established a process for the establishment of the Climate Crisis Commission. On 12 March 2022, Council approved the Call for expressions of interest (EOI) incl. criteria for the Interim Chair and Interim Steering Committee members of the Commission. ([DEC C/1](#))

Based on these criteria and the EOI received from IUCN Members and Commission members, Council will **APPOINT** the Interim Chair of the Climate Crisis Commission on a recommendation of the Bureau. By the same decision C107/2, PPC was requested to produce the “gap analysis”. **The Bureau referred to Council the question in which capacity the Interim Chair will participate in the Council (Summary Minutes B1, 4 March 2022). On 3 May, the Bureau also suggested that Council provide some broad criteria to guide the Interim Chair in the selection of the members of the ISC. (Cf. document C107/3/7)**

3.3 Advisory Group for the Revision of the Statutes (Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress)

With [DEC C107/3](#), the Council approved the membership of the Advisory Group.

In May, the Council will discuss the implementation of Decision 148 and how Council intends to work with the Advisory Group.

3.4 2021 Congress Review / Lessons learned

- In his capacity as chair of the Resolutions Committee of the 2021 Congress, Jon Paul Rodriguez will present the Resolutions Committee's lessons learnt and recommendations on a process leading to change for future motions processes.
- Issues raised by IUCN Members regarding the procedures for urgent and new motions (letter NRDC 22 November 2021).
- Request for a review of the 2021 Congress.

Documents:

- C107/3/1 rev Congress 2021 - Overview of calls for action by the IUCN Council, the DG and President – with recommendations from PPC2 on process
- C107/3/4 Lessons learned from the motions process – by the 2021 Congress Resolutions Committee
- C107/3/5 Outcomes and recommendations to Council of the PPC2 meeting held on 22 April 2022
- C107/3/6 Synthesis of identified gaps in IUCN's engagement on climate change (with Annex B 2b (excel file) posted separately)
- C107/3/7 Criteria for the selection of the Climate Crisis Commission Interim Steering Committee membership

- 2021.11.22 Letter NRCD and other IUCN Members re Motions Process w. attachment
- [2021 IUCN World Conservation Congress Participant Survey Report](#), [Members' Assembly Outcomes](#) and other [Congress Highlights](#)

Agenda Item 4: Council's strategic objectives and priorities 2022-25

4.1 Council's priorities and objectives for the term 2022-25

"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall **APPROVE** strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis." (Regulation 44bis). The standing committees have been invited to provide inputs and the Bureau will subsequently elaborate a proposal for discussion and decision in May.

4.2 The 20-year Strategy

One of the key elements of Council's priorities for 2022-25 as discussed in February will concern the development of a 20-year Strategy for IUCN: *Strategic Vision incl. Financial Strategy and Strategic Plan for the Union* ([2021 Congress DEC-147](#) ; see also the [attachment of the Congress document](#) with the ToR for the development of the Strategy proposed by the previous Council).

The Council will discuss and **APPROVE** a process with timeline for the development of the Strategy.

As requested by Council in February 2022, the FAC is considering a process for the development of the long-term financial strategy as outlined in FAC's *Outcomes and recommendations to Council* (FAC1 – January 2022) and in [Congress Decision 147](#), in time for Council's consideration in May 2022.

Documents:

- C107/4/1 Draft strategic objectives and priorities of Council 2022-25
- C107/4/2 Process to develop IUCN 20-year financial strategy proposed by FAC

Thursday 19 May 2022

Agenda Item 5: Status of the discussion on climate and biodiversity

During the Council meeting in February 2022, the Director General provided an overview of IUCN's engagement with CBD COP15 and the plans for Kunming. In response to questions about the process for Council's input on IUCN's engagement leading up to CBD COP15 and other global policy processes, the DG committed to explaining in May the process and timing of engaging Council and the Commissions, with suggestions of how to improve and clarify it.

In the meantime, the PPC has considered this topic during its meeting in April.

Agenda Item 10.2: High-level calendar of external events in 2022

- C107/10.2/1 International Policy Calendar 2022

Agenda Item 6: Work plan and budget 2022

Council will be invited to discuss and APPROVE the *Work plan and budget 2022* presented by the Director General, taking into account the recommendations of the Finance and Audit Committee (FAC) and the Programme and Policy Committee (PPC). See DEC C107/4

Agenda Item 7: Constituency issues

The Council, taking into account the recommendations of the Governance and Constituency Committee (GCC), will be invited to **APPROVE**:

7.1 applications for IUCN membership and for change of membership category.

In addition to the membership applications already approved at its virtual meeting in February 2022 (DEC C107/5), the Council will receive new applications for consideration in May, as well as

applications from Members who wish to change membership category. Council will also be informed of Members changing their name.

7.2 application for recognition of

7.2.1 The Interregional Committee for Europe, North and Central Asia

7.2.2 **The North Africa Regional Committee.**

The Council will also discuss:

7.3 the recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.

Based on a report from the Council Working Group established by Bureau decision B1/3 on 18 March 2022.

Documents:

- C107/7/2 Request for recognition of an Interregional Committee
- C107/7/5 Membership applications
- C107/7/6 Applications for change of membership category and notifications of name change
- C107/7/7 Request for recognition of the North Africa Regional Committee
- C107/7/8 Outcomes and recommendations to Council of the GCC2 meeting held on 22 April 2022
- C107/7/9 Report of the Council Working Group on Membership Dues

Agenda Item 8: Appointments

8.1 Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC) [Article 50 of the Statutes, Regulations 59 and 60] DEC C107/6

8.2 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)] DEC C107/6

8.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57 and 58] DEC C107/6

8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions (*Additional to the appointments already made by Council decision C106/4*) DEC C107/7

On 14 May 2022, the Chair of CEESP submitted two names proposed for appointment as members of the Commission's Steering Committee (in addition to the members already appointed by Council).

Documents:

- C107/8.5/2 Appointment of additional members to the Steering Committee of CEESP

Agenda Item 9: Next IUCN World Conservation Congress

Council will be invited to CONFIRM that the next Congress will be held in 2025 based on Article 24 of the Statutes and to APPROVE the criteria for the selection of the Host Country. DEC C107/8

Agenda Item 10: Any Other Business

10.1 IUCN engagement with TotalEnergies

Council will be invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies.

Documents:

- C107/10.1/1 rev IUCN engagement with TotalEnergies w. attachments
- C107/10.1/2 Letter Ecotrust Uganda 29 April 2022

10.3 Update on impact of the Covid-pandemic on IUCN

10.4 Situation in Ukraine

- Letters from the French National Committee 7 March 2022 and US National Committee 4 April 2022 – procedure Article 13 of the Statutes and selection process for the next World Parks Congress
- IUCN public statement and analysis of statements on Ukraine
- Letter from the Interregional Committee Europe, North and Central Asia regarding an IUCN Mission to Ukraine

Documents:

- C107/10.4/1 rev2 – Letters and statements regarding Ukraine

10.6 Dates of the Council meetings in 2023-24

During the (virtual) Council meeting on 10 February 2022, the Secretary to Council proposed the weeks in which the Council will be held in 2023-24, and the weeks in which the standing committees will meet. He subsequently wrote to Council members on 4 April 2022 inviting to share with the President any concerns they may have with one or more of these dates. In the same message, he confirmed, on behalf of the President, the dates of 30 November and 1 December 2022 for the 108th Council meeting which will be held in Abu Dhabi. On 4 May 2022, date of publication of the present version of the Draft Agenda, the Secretary has not received any concerns. In the absence of any concerns, the President will convene the Council in the proposed weeks, subject to changing circumstances requiring us to modify one or the other date.

Documents:

- C107/10.6/1 Dates of the Council meetings in 2023-24

Items 10.5 and 8.4 were dealt with *in camera*:

Agenda Item 10.5: Information on the process for the evaluation of the Director General

By the President and Vice-Presidents acting as evaluation committee of the Director General.
[Regulation 48(c)(v)]

Agenda Item 8.4: **Appointment of the Legal Adviser**

Documents:

- C107/8.4/1 Renewal of IUCN Legal Adviser's appointment

Agenda Item 11: Closing remarks by the President

Meetings of the Standing Committees of the Council

Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews

Action required from Council:

- 4.a. continue to work intersessionally to review and refine the criteria used to initially populate the archive in the light of feedback from the online discussion, to review the implementation of active Resolutions and Recommendations and to recommend to the next Members' Assembly, applying these criteria, a list of Resolutions and Recommendations for retirement and archiving, together with the criterion for which each is to be retired and archived;
- 4.b. undertake a policy review before the next Members' Assembly of all active Resolutions and Recommendations, and archived Resolutions that have established IUCN policy that remains active and in force, with a view to assembling (and potentially proposing consolidation of) Resolutions that deal with the same or closely related issues to help ensure that IUCN's policy positions are collated, clear and accessible;
- 4.c. consider the need for, and modalities of a mechanism for the ongoing review of Resolutions and Recommendations adopted in future Members' Assemblies, with a view to moving to the archive those that are implemented, obsolete, or for which a specified interval has elapsed or a milestone has been achieved, while ensuring their continued policy currency and relevance.

Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Clarify status of the previous work, whether there was a working group in place, and if so, re-establish working group	C108	Find out who was the previous focal point. If no longer a Member of Council, then suggest Ali Kaka

Res 002 — Strengthened institutional inclusion concerning indigenous peoples

Action required from Council:

2. promote the full and effective participation of indigenous peoples' organisations, in the ongoing work of the Union and to strengthen these organisations through regional focal points;
4. assess IUCN's compliance with the United Nations Declaration on the Rights of Indigenous Peoples in IUCN's work and programmes; (*)

Res 002 — Strengthened institutional inclusion concerning indigenous peoples

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<ol style="list-style-type: none"> 1. Establish working group to: <ol style="list-style-type: none"> 1.a. draft ToRs for regional focal points, and to 1.b. make the assessment of IUCN's compliance with the United Nations Declaration on the Rights of Indigenous Peoples. 2. Approve ToRs for regional focal points. 3. Approve assessment report. 4. Send out an open request of nominations for regional focal points. 5. Appoint regional focal points. 	<ol style="list-style-type: none"> 1. C108. 2. C109. 3. C110. 4. Between C109 and C110. 5. C110. 	Kristen Walker-Painemilla and Ramiro Batzin

Res 061 – Partnerships and further development of a Global Ecosystem Typology

Action required from Council:

- 2.a. promote and support Members, including indigenous peoples, local communities, and public actors, Commissions, and public and private partnerships, in applying the GET to support global, regional and national efforts to assess and manage risks to ecosystems (*)
- 2.b. support adaptation to national and regional levels of the IUCN criteria and categories for Red Lists of Ecosystems, as well as continued development of national Red Lists of Ecosystems to enhance implementation of action for conservation and sustainable use of ecosystems and their biological diversity; (*)
- 2.c. support application of Red List of Ecosystems criteria to assess risk of collapse in the world's thematic priority ecosystems; (*)
- 2.d. as part of the IUCN Annual Report, report on progress on development of the Red List of Ecosystems database, integration of the Red List of Ecosystems approach, as well as in IUCN position and policy products for UN Sustainable Development Goals and Biodiversity Targets; (*)

Res 061 – Partnerships and further development of a Global Ecosystem Typology

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Request CEM to report on plan towards implementation and present on how Council can support.	C108	Angela Andrade

Res 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks

Action required from Council:

- a. support cooperation between faiths and relevant stakeholders while working towards common goals of natural-resource conservation and sustainable living practices;
- b. encourage relations between faith-based organisations and environmental groups, as the latter may provide guidance to facilitate the knowledge and practice already present in faith-based groups.

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Expand the work of CEESP group on Cultural and Spirituality to develop a publication on knowledge and practice from faith-based organizations on the environment.		Kristen Walker Painemilla

Res 104 – Next IUCN World Park Congress

Action required from Council:

5. support the preparation and delivery of the next IUCN World Parks Congress.

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Request WCPA to report on plan towards IUCN World Parks Congress and present on how Council can support. Discuss in the context of ability to convene in 2024, host country	C108	Madhu Rao

Res 110 — Establishing a Climate Change Commission

Action required from Council:

2. provide guidance on the process to establish an interim Commission Chair and Steering Committee; (*)

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Plan already approved in C107.		Peter Cochrane

Res 113 — Restoring a peaceful and quiet ocean

Action required from Council:

1. establish an Inter-Commission Panel of Experts, comprised of Species Survival Commission (including specialists of cetaceans, mysticetes and odontocetes from SSC), World Commission on Protected Areas (WCPA) and the International Maritime Organization (IMO) members and representatives of the underwater noise-generating sectors, to seek an integrated approach to abating anthropogenic underwater noise pollution, in cooperation with entities such as the Global Alliance for Managing Ocean Noise (GAMEON) initiative and the Maritime Environment Protection Committee under the International Maritime Organization; (*)

Res 113 — Restoring a peaceful and quiet ocean

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<p>1. Send out an open request of nominations to the Inter-Commission Panel, especially to those organizations/entities mentioned in the resolution. The call should refer to the resolution and mention that the first task will be to propose to Council the ToR of the Panel.</p> <p>2. Appoint the Panel.</p> <p>3. Request and consider approval of the proposed ToR for the Panel.</p>	<p>1. Q2 2022</p> <p>2. C108</p> <p>3. C109</p>	<p>Madhu Rao and Jon Paul Rodríguez</p>

Res 114 – Integrated solutions to the climate change and biodiversity crises

Action required from Council:

2. a. Create a comprehensive and integrated climate change and biodiversity policy framework to help guide and coordinate work in these areas across all IUCN components that is coherent with the findings of the UNFCCC and the CBD and commensurate with the urgency and scale of the climate and biodiversity crises, in order to represent an accelerated and ambitious IUCN response

2.b. in cooperation with the other relevant organisations, take the initiative to contribute to 'learning platforms' to share latest knowledge on climate change and biodiversity, in coordination, and avoiding duplication, with other similar platforms;

2.c. propose options to develop a global partnership on climate change and biodiversity conservation to mobilise IUCN's membership and youth towards greater ambition and action;

2.d. call on the Members of IUCN and the experts to urge their governments at all levels and their private sector organisations to speed up an equitable transition to sustainable energy mix, to phase out their dependence on fossil fuels, and to end their subsidies for fossil fuels;

Res 114 – Integrated solutions to the climate change and biodiversity crises

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Request the Climate Crisis Commission Interim Chair and Interim Steering Committee to incorporate this resolution into the proposed mandate of the Commission, and to propose to Council a work plan to address it until 2025.	Once CCC IC and ISC are appointed.	Peter Cochrane (same as Res 110)

Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth

Action required from Council:

2. in alignment with the IUCN Programme 2021–2024, establish an IUCN Truth and Reconciliation Working Group, to explore and explain best practices for involving Indigenous Peoples in co-stewardship of protected natural areas, conservation of nature, and sustainable use of species, and other appropriate activities for the care of Mother Earth; (*)

Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<p>1. Send out an open request of nominations to the Working Group. The call should refer to the resolution and mention that the first task will be to propose to Council the ToR of the WG.</p> <p>2. Appoint the WG.</p> <p>3. Request and consider approval of the proposed ToR for the WG.</p>	<p>1. Q2 2022</p> <p>2. C108</p> <p>3. C109</p>	<p>Kristen Walker-Painemilla</p>

Res 120 – Towards a Policy on Natural Capital

Action required from Council:

2. establish an inclusive mechanism to consider the proposed non-binding Principles widely among Members (*)

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
1. Task Force Proposed from CEEESP/CEM and a broad call to others to participate 2. TOR can be circulated 3. Call can go out to commissions		Kristen Walker Painemilla and Angela Andrade

Res 107: Reducing the impact of fisheries on marine biodiversity

Action required from Council:

1. REQUESTS the Director General and Commission Chairs to:

α: establish, in 2021, a Task Force to reconcile fisheries and conservation that:

- i. involves all IUCN Commissions and all IUCN Regions;
- ii. takes account of Antarctica and the Southern Ocean; and
- iii. draws on relevant reports from peer organisations (e.g. IPCC Special Report on the Oceans and Cryosphere in a Changing Climate);

b. produce, by 2022, a scientific and technical Situational Analysis on the effects of fisheries on biodiversity, involving a Consultative Workshop, and taking an inclusive approach, to cover:

- i. diverse fisheries (e.g. small-scale, artisanal, women's, indigenous, non-selective, invertebrate, distant-water); and
- ii. diverse issues (e.g. spatial management, efficacy of legal instruments, perverse incentives, economic dependencies, human well-being and rights, climate change impacts); and

c. convene, in 2023, a second Consultative Workshop to consider the findings of the Situational Analysis and to propose policy to IUCN and implementing parties;

Res 107: Reducing the impact of fisheries on marine biodiversity

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<ol style="list-style-type: none">1. Commission Chairs and DG/Secretariat to establish Task Force, work with PPC (send EOI request to Members)2. Host Consultative Workshop, with Task Force3. Produce Situational Analysis on the effects of fisheries on biodiversity4. Convene second Consultative Workshop to consider the findings of the Situational Analysis and to propose policy to IUCN and implementing parties;5. Submit Policy to 2025 WCC	ASAP End of 2022 mid-2023 late 2023, early 2024 late 2024	? Jon Paul Rodriguez, PPC?

Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation

Action required from Council:

3. create a working group composed of IUCN Members (NGOs, governments and indigenous peoples' organisations) ensuring a balance among genders, regions, perspectives and knowledge systems, as defined in Annex section II

Section II – terms of reference for the establishment of the working group

a.the Council will request nominations from IUCN Members (NGOs, governments and indigenous peoples organisations) and IUCN Commission members, ensuring equal representation of genders, regions, opinions, ethics and knowledge systems, to join a working group;

establish a drafting and participatory review process for the working group to undertake the development of the IUCN policy on synthetic biology in relation to nature conservation, as defined in Annex section III

Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<p>1. Request PPC to establish a working group to propose the process for developing the IUCN policy, in line with the resolution and with IUCN procedures, including call for working group.</p> <p>2. Approve the process for developing the IUCN process (proposed by PPC).</p> <p>3. Send out a call to all IUCN members and Commission members for expressions of interest to join the working group;</p>	<p>1. C107</p> <p>2. C108</p> <p>3. Q4 2022</p>	<p>Bibiana Sucre</p>

Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
<p>4. Appoint a preliminary working group (using criteria in the resolution) and send out to IUCN Members the list of names and brief bios. Appoint also a preliminary Chair of the working group.</p> <p>5. Receive feedback from IUCN Members on the composition of the working group (as per Section II of the Annex in the resolution).</p> <p>6. Appoint the working group and Chair of the working group.</p>	<p>4. C109</p> <p>5. Q3 2023 (one month after 4)</p> <p>6. Q3 2023</p>	<p>Bibiana Sucre</p>

Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19

Action required from Council:

1. recognise the right of Indigenous Peoples and local communities (IPLC) to sustainably use and manage their natural resources, wild species of animals, plants and fungi, within the framework of wildlife and nature conservation laws of their respective countries;
2. ensure that responses to COVID-19 (and any future pandemics) should be well-considered and socially, economically and environmentally just, so as not to disadvantage the world's most vulnerable people, particularly IPLCs who depend upon wild resources for their food security, food sovereignty, livelihoods, cultural traditions and customary use;
3. work to ensure that the utilisation of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover;
4. work on guidance as appropriate to assessments and policies designed to ensure that the use, consumption and trade of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover, with particular regard for the rights and needs of IPLCs;

Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
Request CEESP in collaboration with IPO members to produce a guideline on best practice on these topics.		Kristen Walker-Painemilla



Criteria for the Climate Crisis Commission Interim Steering Committee

- I. The selection of the Interim Steering Committee (ISC) for the Climate Crisis Commission is governed by the [IUCN Statutes](#) which state that the Chair of the Commission nominates members of the ISC, and then the IUCN Council officially approves the Interim Chair (IC)'s selections.
- II. The ISC of the Climate Crisis Commission must reflect diversity across the following areas:
 - A. Geography
 - B. Gender equity and the inclusion of the vital voices of Indigenous Peoples and Youth
 - C. Age (opportunities for early career individuals)
 - D. Other identities and backgrounds
- III. The ISC should be composed of individuals with appropriate qualification and possess the necessary knowledge and documented expertise in climate science, policy and action and social justice, including issues concerning mitigation, adaptation and climate resilient development, and the role of nature-based solutions.
- IV. It will be the responsibility of the Interim Chair to decide the size (number of members) of the SC.
- V. The Climate Crisis Commission ISC will be composed of the following roles:
 - A. Interim Steering Committee
 1. Commission Chair
 2. Deputy Commission Chair
 3. Steering Committee Members
 - B. Officers: Officers may be considered by the IC as a support function IC and ISC. Typical officers' positions have been the following:
 1. The Financial Officer
 2. The Executive Officer

Council priorities / objectives 2022 - 2025

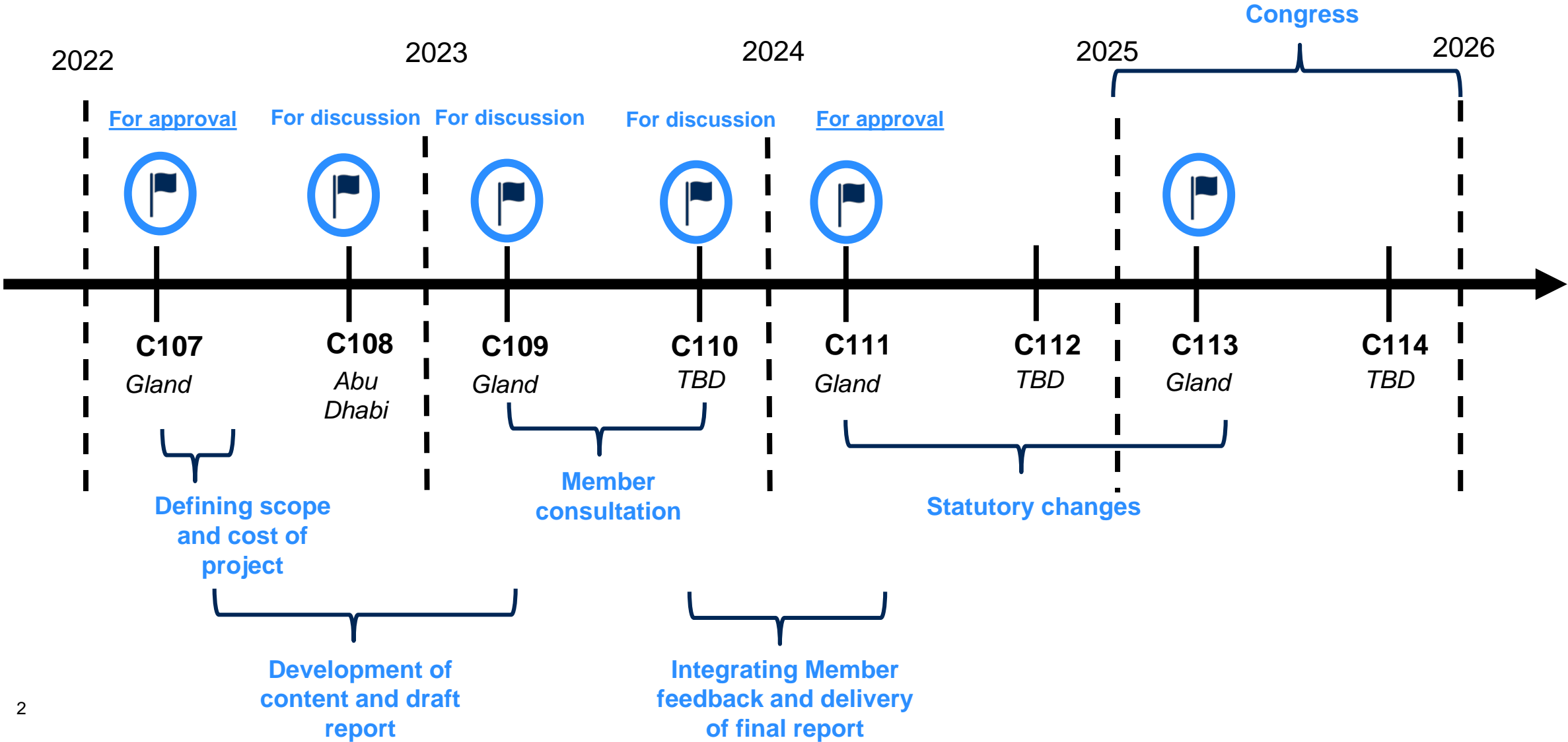
Priorities & objectives	Desired impact by 2025
1-Governance Reforms	
<ul style="list-style-type: none"> a- Complete the implementation of the Council Response to 2019 Governance External Review b- Consider new reforms (of Council procedures and/or Statutes) to increase the effectiveness of IUCN c- Strengthen role and support for Commissions d- Improve transparency of Council and revise procedures to effectively document and communicate Council work and decisions. e- Improve strategic engagement of Council on regional progress, challenges and opportunities to enhance governance decisions 	Each component of the Union effectively performs its statutory functions
2-Resolutions	
<ul style="list-style-type: none"> a- Establish Climate Crisis Commission RES-110 b- Reform Statutes for increased Member involvement DEC-148 c- Ensuring implementation of all Resolutions and Decisions requiring action by Council (e.g. Res 123, Decision 145) d- Increase effectiveness and transparency of the motions process 	<p>Effective implementation of IUCN Resolutions and Decisions adopted by WCC</p> <p>Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes</p>
3-Strategic Vision	
<ul style="list-style-type: none"> a- Develop the 20 year Strategy and submit to Congress b- Secure financial sustainability of IUCN c- Measure and communicate the delivery of conservation outcomes and impact of Nature 2030 	<p>20 year Strategy delivered and adopted at Congress</p> <p>IUCN financially secure</p> <p>Conservation outcomes and impacts measured</p>

Council priorities / objectives 2022 - 2025

4- Membership value proposition	
<p>a- Effectively deliver the <i>One Programme</i>-approach and a strategy of engagement of IUCN members, National & Regional Committees and Commissions in its implementation, in particular enhance cooperation and reduce competition between Secretariat and members on projects</p> <p>b- Consider an addendum of the IUCN Programme on impacts of Wars, (e.g. war in Ukraine) focusing on technical issues related to Biodiversity</p> <p>c- Improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regions</p> <p>d- Retain and grow State party membership</p> <p>e- Oversee the use and effectiveness of the monitoring platform for implementation of IUCN Programme and suggest development of indicators as needed (Section 8 of Prog doc)</p> <p>f- Follow up on the implementation of the membership strategy</p> <p>g- Resolve issues around new membership dues</p>	<p>Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work</p> <p>Number of State members is increased</p> <p>Greater equity in the distribution of IUCN resources</p>
5-International positioning	
<p>a- Identify international policy priorities and areas where IUCN can have a maximum impact</p> <p>b- Strengthen procedures for developing IUCN position papers, negotiation strategies and delegation engagement</p> <p>c- More effectively leverage expertise, networks, collaborations and influence of IUCN's constituent parts</p> <p>d- Explore opportunities for new partnerships</p>	<p>IUCN's influence is improved and mobilizes all of its constituents</p> <p>High ambition conservation goals are secured</p>

C108: 7-8 December 2022; C109: May 2023; C110: November 2023; C111: May 2024; C112: November 2024; C113: February/March 2025

Timeline



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	Due diligence process (DDP) form completed by Councillor & National/Regional Committee	Additional comments from Secretariat
Meso and South America	1	Oficina de proteccion del ambiente de la Municipalidad de Curridabat (Curridabat Municipality)	MC	Costa Rica	https://www.curridabat.go.cr	Subnational government	n/a	MC	<i>DDP included in link</i>	
North America and the Caribbean	2	Detroit Zoological Society	DZS	United States of America	https://detroitzoo.org/about/your-detroit-zoo/	National NGO	1) IN/25690 Red Panda Network, USA 2) AF/930 Woodland Park Zoological Society, USA	DZS	<i>DZS DDP</i>	
	3	Mangrove Action Project	MAP	United States of America	https://mangroveactionproject.org/	National NGO	1) NG/25313 Organization for Marine Conservation, Awareness and Research (OMCAR), India 2) NG24735 Forest Peoples Programme, United Kingdom	MAP	<i>MAP DDP</i>	Regional office: MAP was really the only "whistle blower" back in 1992 that brought mangrove loss / shrimp farm expansion issues to international attention. MAP's early and ongoing work on this issue, as well as proactive actions bringing attention to other unsustainable shoreline development issues, has inspired a global mangrove conservation movement. Following the Indian Ocean tsunami of December 2004, MAP was one of the first to substantiate that mangrove loss and degradation were a major factor contributing to extensive loss of human lives and property. MAP's call to restore the protective greenbelt buffers that healthy mangrove forests provide was heard widely and has been adopted as policy by governments and international institutions alike. Ali Raza, Head Climate Change, IUCN: I'm well aware of MAP's work. Though they are a small organization but their work is effective. Their methodology is good and would be value-added to be promoted for mangroves conservation at IUCN and amongst IUCN Members as their emphasis is on ecological regeneration which is more ecosystem friendly than afforestation (but all this is context and locale specific).
	4	Wolf Conservation Center	WCC	United States of America	https://nywolf.org/	National NGO	1) IN/25623 Lighthawk, USA 2) NG/25824 Thinking Animals, USA	WCC	<i>WCC DDP</i>	Regional Office: The Wolf Conservation Center participates in the federal Species Survival Plan (SSP) recovery programs for the Mexican gray wolf and the red wolf, two of the rarest mammals in North America. Both species at one time were completely extinct in the wild. Since 2003 the WCC has played a critical role in preserving and protecting these imperiled species through carefully managed breeding and reintroduction. An SSP is a breeding and management program designed to ensure the long-term sustainability of captive-based animal populations. To date, The WCC remains one of the three largest holding facilities for these rare species and seven wolves from the Center have been given the extraordinary opportunity to resume their rightful place on the wild landscape.
South and East Asia	5	Hainan Tianxiang Magnolia Plant Conservation Research Center	HTMPCRC	China	<i>n/a</i>	National NGO	1) NG/25184 Chinese Society of Forestry, China 2) NG/25833 China Wild Plant Conservation Association, China	HTMPCRC	<i>not received</i>	
	6	WADI for Sustainable Ecosystem Development NGO	WADI	Jordan	https://web.facebook.com/WADIJORDANDEV/	National NGO	1) NG/25474 Hashemite Fund for Development of Jordan Badia, Jordan 2) NG/25198 Royal Botanic Garden, Jordan	WADI	<i>not received</i>	
	7	National Council for Scientific Research - Lebanon	CNRS-L	Lebanon	www.cnrs.edu.lb	Government Agency	n/a	CNRS	<i>not received</i>	

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	Due diligence process (DDP) form completed by Councillor & National/Regional Committee	Additional comments from Secretariat
Oceania	8	TierraMar Ltd	TierraMar	Australia	https://tierramar.com.au/	National NGO	1) Peter Cochrane, IUCN Councillor 2) NG/657 WWF Australia	TierraMar	not received	
East Europe, North and Central Asia	9	Society for Nature Conservation - SABUKO	SABUKO	Georgia	https://www.sabuko.org/en/	National NGO	1) NG/25215 Center for the Protection and Research of Birds of Montenegro, Montenegro 2) NG/25243 Foundation for the Preservation of Wildlife and Cultural Assets, Armenia	SABUKO	<i>Carl Amirgulashvili: I am very well acquainted with SABUKO activities and we at the Ministry have a very fruitful cooperation with them, especially in the sphere of bird research and conservation and also in the sphere of protected area governance. We applaud and welcome their membership. I think that this organization will become one more very valuable member from Georgia and the entire region and will enhance the capability of IUCN with its activity. SABUKO will benefit greatly from the membership at IUCN as well. This will prove to be mutually beneficial cooperation.</i>	
West Europe	10	Gouvernement de la Nouvelle-Calédonie (Government of New Caledonia)		France	https://gouv.nc/	Subnational government	n/a	GNC	not received	
	11	SOS Faune Sauvage (SOS Wild Fauna)		France	http://www.sosfaunesauvage.com/	National NGO	1) NG/25775 Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research), France 2) NG/25113 Association des parcs zoologiques (French Association of zoos), France	SOS	not received	
	12	Ville de Paris (City of Paris)		France	https://www.paris.fr	Subnational government ¹	n/a	Paris	not received	
	13	Dartmoor Zoological Society	DZS	United Kingdom of Great Britain and Northern Ireland	https://www.dartmoorzoo.org.uk/	National NGO	1) NG/1539 Bristol Clifton and West of England Zoological Society, United Kingdom 2) NG/923 British and Irish Association of Zoos and Aquariums, United Kingdom	Dartmoor	Dartmoor incl. DDP	



Change of category of IUCN Members

List of twelve Members changing membership category :

Member ID	Name	Country	Current category	New category
a. AF/26066	Hellenic Ministry of Environment and Energy / Natural Environment and Climate Change Agency (NECCA)	Greece	Affiliate	Government agency
b. AF/25969	Conservation Strategy Fund	USA	Affiliate	National NGO
c. NG/53	Muséum National d'Histoire Naturelle (<i>National natural history museum</i>)	France	National NGO	Government agency
d. NG/118	Dutch Society for the Preservation of Nature Monuments	The Netherlands	National NGO	Affiliate
e. IN/25415	Global Nature Fund	Germany	International NGO	National NGO
f. NG/20	Royal Zoological Society of Antwerp	Belgium	National NGO	Affiliate
g. AF/25411	Service des Parcs naturels régionaux et biodiversité - Conseil Régional Provence - Alpes - Côte d'Azur (<i>Provence, Alpes, Côte d'Azur Regional Council</i>)	France	Affiliate	Subnational government
h. NG/79	The Society for the Protection of Nature in Israel	Israel	National NGO	Affiliate
i. GA/24656	Vice Consejería Sostenibilidad Ambiental, Gobierno Vasco (<i>Vice Ministry of Environmental Sustainability, Basque Government</i>)	Spain	Government agency	Subnational government
j. GA/975	Departament d'Acció Climàtica, Alimentació i Agenda Rural, Generalitat de Catalunya (<i>Department of Climate Action, Food and Rural Agenda, Government of Catalonia</i>)	Spain	Government agency	Subnational government
k. NG/25621	Paul G. Allen Foundation	USA	National NGO	Affiliate
l. AF/25304	Agence des espaces verts de la région Ile de France	France	Affiliate	Subnational government

List of eight Members with an organisation/institution name change

Member ID	Previous name	New name	Country
AF/26066	Natural Environment and Climate Change Agency	Hellenic Ministry of Environment and Energy / Natural Environment and Climate Change Agency (NECCA)	Greece
NG/25929	Udruga Dinarica	Udruga Dinarica/WWF Adria in Bosnia and Herzegovina	Bosnia and Herzegovina
NG/785	Institute of Foresters of Australia	Forestry Australia	Australia
NG/25608	Center for Conservation Biology University of Washington	Center for Environmental Forensic Science	USA
ST/1251	Ministero dell Ambiente e della Tutela del Territorio e del Mare"	Ministero della Transizione Ecologica (Ministry of the Ecological Transition)	Italy
NG/1419	Association Nationale de Développement Durable et de la Vie Sauvage	Green Compass	Tunisia
GA/24656	Vice Consejería de Medio Ambiente, Planificación Territorial y Vivienda, Gobierno Vasco	Vice Consejería Sostenibilidad Ambiental, Gobierno Vasco <i>(Vice Ministry of Environmental Sustainability, Basque Government)</i>	Spain
AF/25304	Agence des espaces verts de la région Ile de France	Région Ile de France – Conseil Régional	France