



**Documents of the 108<sup>th</sup> Meeting of the IUCN Council (Part 1 - virtual)**  
Teleconference, 29 November 2022

<b>DOCUMENTS SUBMITTED TO THE 108<sup>th</sup> COUNCIL MEETING<sup>1</sup> (PART 1 – VIRTUAL PLENARY SITTINGS)</b>		
<b>Agenda Item</b>	<b>Documents</b>	<b>Page</b>
1 – Introduction by the President and approval of the agenda	C108/1/1 Draft Agenda of the 108th meeting of the IUCN Council	2
	C108/1/2 Comments from IUCN Members on the Draft Agenda of C108 and on the 2023 Work Plan and Budget	7
2 – Council's strategic priorities and objectives 2022-25		
2.1 Overview of progress		
2.2 Strategic Vision		
2.3 Implementation of Resolutions		
2.3.1 The 2021 Congress Resolution 123 on synthetic biology	C108/2/3/1.1 IUCN synbio policy development – Process and TOR	101
	C108/2/3/1.2 PPT – IUCN synbio policy development – presentation by the PPC TF Chair	118
2.3.2 The 2021 Congress decision 148 - Update on the work of the Advisory Group for the Revision of the Statutes	C108/2/3/2.1 Advisory Group – progress report to GCC	124 127
2.3.3 Impact of armed conflict on nature	C108/2/3/3.1 Letter National Committee UK 27 October 2022	
3 – IUCN Work plan and Budget 2023	C108/3/1 IUCN Work Plan and Budget 2023	129
	C108/3/1 rev IUCN Work Plan and Budget 2023	163
	C108/3/2 Outcomes of PPC8 (7 November 2022)	204
	C108/3/3 Outcomes of FAC7 (11 November 2022)	241
4 – Constituency Issues	C108/4/1 Membership applications	244
	C108/4/2 Change of category or name of IUCN Members and notification about State Members	247
	C108/4/3 Outcomes of GCC6 with recommendations	250

[Compiled by Louise Imbsen, Governance Assistant]

<sup>1</sup> Note that the documents submitted to the Council for consideration may differ from any of these documents subsequently approved by Council, modified as the case may be, and attached to the summary minutes of the Council meeting.



## 108<sup>th</sup> Meeting of the IUCN Council<sup>1</sup>

Part I, by conference call, on 29 November 2022, and  
Part II, in person, in Abu Dhabi (UAE) on 17, 18 and 19 January 2023

### Draft Agenda

(Showing in red the modifications submitted by Council members)

C108 documents can be viewed in the Portal via [URL for Council members](#) – [URL for staff](#)

Part I, virtual	
29 November 2022 at 11.00 AM UTC	
11:00-11:15	<p><b>Agenda Item 1: Introduction by the President and agenda of the 108<sup>th</sup> Council meeting FOR DECISION</b></p> <p><i>The draft C108 agenda comprises the agendas of both the virtual meeting (Part I) and the in person meeting (Part II). As required by <a href="#">Council's Transparency Policy</a>, the draft agenda was distributed to IUCN Members on 8 November 2022 together with the Draft IUCN work plan and budget 2023. Comments from IUCN Members received by 27 November will be compiled in document C108/1/2 and made available to Council on 28 November together with a recommendation from the Secretariat on the comments received. (Comments from PPC and FAC on the draft Work Plan and Budget 2023 will be shared with Council as part of the Outcomes of PPC8 and FAC7)</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/1/1 Draft Agenda of the 108<sup>th</sup> meeting of the IUCN Council</a></li> <li>• <a href="#">C108/1/2 Comments from IUCN Members on the Draft Agenda of C108 and on the 2023 Work Plan and Budget</a> (final version will be published on 28 November 2022)</li> </ul>
11:15-11:30	<p><b>Agenda Item 2: Council's strategic priorities and objectives 2022-25</b></p> <p><i>Selected topics from <a href="#">Council's priorities and objectives 2022-25</a> (<a href="#">Council decision C/IV - Annex</a>) that require discussion or decision at the virtual meeting.</i></p> <p><b>2.1 Overview of progress FOR INFORMATION</b></p> <p><i>By the President and Vice Presidents. Purpose is to provide a high level overview of the progress with each priority, indicating what will be tabled for discussion/decision at C108.</i></p>
11:30-11:45	<p><b>2.2 Strategic Vision FOR INFORMATION</b></p> <p><i>Update by the Director General on progress incl. preparations for the first meeting of the Intersessional Council Working Group which will constitute the project's Steering Committee in terms of <a href="#">Council decision C107/16</a>, and for the discussion at Council in Abu Dhabi.</i></p> <p><b>2.3 Implementation of Resolutions:</b></p> <p><i>The Council's priority is to ensure implementation of Resolutions and Decisions requiring action by Council. The present draft agenda features Resolutions / Decisions requiring action from Council that are ready for discussion and/or decision at this Council meeting. Other Resolutions / Decisions will be prepared for discussion / decision at the next Council meeting(s). Agenda item 8.2 - for discussion in C108 Part II in January - includes the Secretariat's annual report on the status of the implementation of <u>all</u> Resolutions /</i></p>

<sup>1</sup> The 108<sup>th</sup> Council meeting will be held in two parts: Part I virtually on 29 November 2022 with the purpose of enabling a first discussion of topics of strategic importance (to be continued during the in person Council meeting) or to take decisions on issues that are time sensitive; Part II in person in Abu Dhabi, UAE on 17, 18 and 19 January 2023.

11:45-12:00	<p><i>Recommendations of the 2021 Congress, which the PPC is invited to review in accordance with its ToR.</i></p> <p><b>2.3.1 The 2021 Congress Resolution 123 on synthetic biology FOR DECISION</b></p> <p><i>Proposal of a plan for the implementation of RES 123 and the ToR of the bodies involved, prepared by the PPC's Task Force chaired by Bibiana Sucre and reviewed by <a href="#">PPC6 on 5 September 2022</a> and <a href="#">PPC8 on 7 November 2022</a>.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/2.3.1/1 IUCN synbio policy development - Process and ToR</a></li> <li>• <a href="#">C108/3/2 Outcomes of PPC8 (7 November 2022)</a> with recommendations</li> </ul>
12:00-12:15	<p><b>2.3.2 The 2021 Congress decision 148 - Update on the work of the Advisory Group for the Revision of the Statutes - FOR DISCUSSION</b></p> <p><i>By the Chair of the Advisory Group for the revision of the IUCN Statutes. Recommendations from GCC.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/2.3.2/1 Progress report of the Advisory Group to GCC</a></li> <li>• <a href="#">C108/4/3 Outcomes of GCC6 with recommendations</a></li> </ul>
12:15-12:30	<p><b>2.3.3 Impact of armed conflict on nature FOR DECISION</b></p> <p><i>Discussion / decision on a proposal to add the topic of the <a href="#">Impact of armed conflict on nature</a> to the agenda of C108 Part II in January and actions required to prepare a productive in-depth discussion. This will include follow-up to Bureau decision B6/4 (June 2022) on Ukraine.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/2.3.3/1 Letter National Committee UK 27 October 2022</a></li> </ul>
12:30-12:45	<p><b>2.3.4 Update on progress with other Resolutions requiring action from Council FOR INFORMATION</b></p> <p><i>By the Chair of PPC (follow-up to Council decision C107/11).</i></p>
12:45-12:50	Break
12:50-13:50	<p><b>Agenda Item 3: IUCN Work plan and Budget 2023 FOR DECISION</b></p> <p><i>Short presentation by the Director General on the 2023 Work Plan and Budget, incl. required resources for Secretariat support to Council Priorities not covered by the draft budget (Bureau decision B7/2), followed by remarks by the Chairs of PPC and FAC, and the Treasurer, discussion, final remarks by the Director General, and decision.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/3/1 IUCN Work Plan and Budget 2023</a> (Initial version distributed 28 Oct 2022)</li> <li>• <a href="#">C108/3/1 rev IUCN Work Plan and Budget 2023</a> (revised on 15 November 2022 following comments from PPC and FAC)</li> <li>• <a href="#">C108/3/2 Outcomes of PPC8 (7 November 2022)</a> with recommendations (and comments from PPC members on the 2023 work plan and budget)</li> <li>• <a href="#">C108/3/3 Outcomes of FAC7 (11 November 2022)</a> with recommendations</li> </ul>
13:50-14:05	<p><b>Agenda Item 4: Constituency Issues FOR DECISION</b></p> <p><i>Recommendations from the Governance and Constituency Committee (GCC6 held on 1 November 2022) on:</i></p> <p><b>4.1 Membership applications</b></p> <p><b>4.2 Applications for change of membership category and notifications about Member States and name changes of IUCN Members</b></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/4/1 Membership applications</a></li> <li>• <a href="#">C108/4/2 Change of category or name of IUCN Members and notification about State Members</a></li> </ul>

	<ul style="list-style-type: none"> <li>• <a href="#">C108/4/3 Outcomes of GCC6 with recommendations</a></li> </ul>
14:05-14:20	<p><b>Agenda Item 5: In camera session of the Council</b></p> <p><b>5.1 Legal Adviser's evaluation process FOR DECISION</b></p> <p><i>Consideration of the Bureau's recommendation for a process and form for the evaluation of the Legal Adviser.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• C108/5.1/1 Legal Adviser's Performance Assessment Questionnaire / evaluation process recommended by the Bureau (expected for 26 November 2022 following Bureau's approval)</li> </ul>

<b>Part II, in person, Abu Dhabi</b>	
<b>Tuesday 17 January 2023</b>	
09:00-18:00	<b>Meetings of the standing committees of the IUCN Council (PPC, FAC and GCC)</b>
<b>Wednesday 18 January 2023 (9 AM to 6 PM)</b>	
20'	<p><b>Agenda Item 2 (continued): Council's strategic priorities &amp; objectives 2022-25</b></p> <p><b>2.1 Overview of progress (continued) FOR INFORMATION</b></p> <p><i>By the President and Vice Presidents.</i></p>
90'	<p><b>2.2 Strategic Vision (continued) FOR DISCUSSION</b></p> <p><i>Progress report by the Director General and input from the first meeting of the Intersessional Council Working Group / Steering Committee.</i></p> <p><u>Documents:</u></p>
45'	<p><b>2.3 Implementation of Resolutions (continued):</b></p> <p><b>2.3.2 The 2021 Congress Decision 148 - Enabling effective attendance and participation of Members in future sessions of the Congress (continued) FOR DISCUSSION</b></p> <p><i>Progress report by the Chair of the Advisory Group for the Review of the IUCN Statutes followed by discussion of the Advisory Group's directions for its continued work preparing draft amendments to the Statutes to make the Congress a hybrid event.</i></p> <p><u>Documents:</u></p>
45'	<p><b>2.3.5 The 2021 Congress Resolution 110 - Climate Crisis Commission FOR DECISION</b></p> <p><i>Pursuant to <a href="#">Council decision C107/2</a>, the Interim Chair and Interim Steering Committee will prepare Terms of Reference of the Climate Crisis Commission for Council's consideration. The Interim Chair may also wish to update Council on, or present his proposals to Council in follow-up to <a href="#">Council decision C/III on the membership of the Interim Steering Committee</a>, adopted by email ballot of Council on 14 October 2022.</i></p> <p><u>Documents:</u> (Draft ToR expected for 30 December 2022)</p>
90'	<p><b>2.4 Implementation of the Council Response to <a href="#">2019 Governance External Review</a> FOR DECISION</b></p> <p><i>The Director General will present his proposal for a number of action points on the remaining parts of the <a href="#">Council Response</a> which the Council 2016-21 referred to the present Council.</i></p>

	<p><i>Council decides at C108 or the next Council meeting which elements of the Council Response to implement, how and when, based on recommendations from GCC.</i></p> <p><u>Documents:</u> (document expected for 30 December 2022)</p>
90'	<p><b>2.5 International Positioning FOR DISCUSSION</b></p> <p><i>Discussion on the outcomes of the 2022 COPs (RAMSAR, UNFCCC, CITES and CBD) in terms of improving IUCN's influence and mobilization of all of its constituents, and of securing high ambition conservation goals (desired impact by 2025 of Council Priority 5) by way of input for the development of a strategy for enhanced policy engagement and advocacy requested by Council decision C107/17 (May 2022). This agenda item may include recommendations from PPC on modifications to IUCN's procedures in order to achieve agreed upon IUCN policy positions (as directed by the Congress), as requested by Council decision C107/17.</i></p>
60'	<p><b>Agenda Item 4 (continued): Constituency Issues FOR DECISION</b></p> <p><b>4.3 Membership dues</b></p> <p><i>Report with recommendations from the Council's Working Group on membership dues, and recommendations from GCC and FAC.</i></p> <p><u>Documents:</u> (report of the Working Group on membership dues and recommendations GCC and FAC expected in time to enable Council members to read these documents ahead of the Council meeting 17-19 January 2023)</p>
15'	<p><b>4.4 Membership applications</b></p> <p><i>Consideration of 11 new membership applications, submitted by the deadline of 30 September 2022, taking into account the recommendations of GCC.</i></p>
<b>Thursday 19 January 2023 (9 AM to 6 PM)</b>	
45'	<p><b>Agenda Item 5: <i>In camera</i> session of the Council (continued)</b></p> <p>5.2 Amendments to the Regulations concerning the function of the Legal Adviser (Follow-up to <a href="#">Council decision C107/21</a>)</p> <p>5.3 Update on the DG evaluation</p> <p>5.4 Any other issues that arise</p>
60'	<p><b>Agenda Item 6: Director General's Update FOR INFORMATION/DISCUSSION</b></p> <p>The Director General will present an update on his work for the period since the 107<sup>th</sup> Council meeting (May 2022).<sup>2</sup></p>
60'	<p><b>Agenda Item 7: Strategy on Knowledge Products and Strategy for the IUCN Academy - Follow-up to the decision of the Extraordinary Council meeting of 28 September 2022 FOR DECISION</b></p> <p><i>Proposals from the Director General in response to the <a href="#">decision of the Extraordinary Council meeting</a>.</i></p> <p><u>Documents:</u> (expected for 30 December 2022)</p>
	<p><b>Agenda Item 8: Reports with recommendations from the Council's Standing Committees FOR DISCUSSION/DECISION</b></p>

<sup>2</sup> The DG will present his annual report to Council at C109 (May 2022) on the results on the DG's strategic objectives approved by the Bureau in July 2022 ([decision B6/2](#)), together with his proposal for the DG's strategic objectives 2023. At the same time, the DG will present to Council the *IUCN 2022 Annual Report* before the publication is issued.

60'	<p>Under this agenda item, the committees will present topics for information, discussion and/or decision of Council that have not yet been covered by Council under previous agenda items.</p> <p><b>8.1 Finance and Audit Committee (FAC)</b></p> <p><u>Documents:</u></p>
90'	<p><b>8.2 Programme and Policy Committee (PPC)</b></p> <p>This will include but not be limited to:</p> <ul style="list-style-type: none"> <li>• recommendations from the Private Sector Task Force on possible IUCN engagement with TotalEnergies (follow-up to Council <a href="#">decision C107/23</a>)</li> <li>• the IUCN Operational Framework for engagement with the Extractives Sector (follow-up to <a href="#">Bureau decision B7/4</a>)</li> <li>• <b>recommendations from the Conservation and Human Rights Task Force</b></li> <li>• <b>the Secretariat's annual report on evaluations</b></li> <li>• <b>the Secretariat's annual Report on the status of the implementation of 2021 Congress Resolutions &amp; Recommendations</b></li> </ul> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">C108/8.2/1 Evaluation Update November 2022 – Report to Council</a></li> <li>• <a href="#">C108/8.2/2 Progress in the implementation of Resolutions &amp; Recommendations adopted by the 2021 Congress</a></li> </ul>
60'	<p><b>8.3 Governance and Constituency Committee (GCC)</b></p> <p><u>Documents:</u></p>
60'	<p><b>Agenda Item 9: Work Plans of the IUCN Commissions</b></p> <p><i>The Commissions submit to Council for approval their annual/4-year work plans as required by the <a href="#">Statutes and Regulations</a>, and the Planning and Reporting Framework (<a href="#">Council Handbook Annex 2</a>) which will be the basis for the Commissions reports to Council. The PPC may present recommendations to Council on the work plans in accordance with its ToR.</i></p> <p><u>Documents:</u> (expected for 30 December 2022)</p>
	<p><b>Agenda Item 10: Any other business</b></p>
10'	<p><b>Closing remarks by the President</b></p>



## **108<sup>th</sup> Meeting of the IUCN Council**

Part I, by conference call, on 29 November 2022, and  
Part II, in person, in Abu Dhabi (UAE) on 17, 18 and 19 January 2023

### **Comments from IUCN Members on the Draft Agenda C108 and the Draft Work Plan and Budget 2023**

[Council's Transparency Policy \(2016\)](#) requires that the draft agenda and the draft Work Plan and Budget be made available to IUCN Members before the Council meeting.

The draft agenda of the 108<sup>th</sup> Council meeting (Part I, virtual) has been shared with IUCN Members together with the Draft Work Plan and Budget 2023, on 8 November 2022, for comments by 27 November 2022.

The agenda of C108 Part II (in person) will be shared with IUCN Members following review of the agenda during C108 Part I (virtual) on 29 November 2022.

All comments received from IUCN Members are presented as Annexes to the present document.

## Comments from IUCN Members on the 2023 Work Plan and Budget

List of Members submitting comments on the Draft C108 Agenda and / or the Draft 2023 Work Plan and Budget by 27 November 2022, with some annotations from the Secretary to Council

Annex 1	Christopher Dunn, Cornell Botanic Gardens, US	<p>Comments on the <b>2023 Work Plan</b> are either:</p> <ol style="list-style-type: none"> <li>1) Opinions;</li> <li>2) Questions for clarification/explanation, some already addressed by the Secretariat in its response to PPC/FAC;</li> <li>3) Requests for change, some already incorporated in the revised version or already addressed by the Secretariat in its response to PPC/FAC.</li> </ol> <p>All questions or requests for change will receive a response <u>once the Council will have approved the Work Plan and Budget</u>, based on the Council decision or the response from the Secretariat to PPC/FAC/Council. The notes from the Secretariat hereafter offer some suggestions for the response to some specific issues. <b>See in particular one suggestion for a modification in section 2.1 of the 2023 Work Plan (yellow highlight).</b></p>
Annex 2	Richard Ottinger, Center for Environmental Legal Studies, US	Is a request for implementation of <b>WCC-2021-Res-033 Promoting biodiversity preservation through environmentally friendly energy transformation measures</b> , and could be discussed under agenda item 8.2 in January 2022 as part of PPC's report.
Annex 3	Scott Hajost, ASOC (Antarctic and Southern Ocean Coalition), US	Is a request for the timetable for the implementation of <b>WCC-2021-Res-107 Reducing the impact of fisheries on marine biodiversity</b> which could be discussed under agenda item 2.3.4 <i>Update on progress with other Resolutions requiring action from Council on 29 November 2022.</i>
Annex 4	Paul Salaman, Galapagos Conservancy, US	Is a request that the International Ranger Award by IUCN be included in the <b>2023 Work Plan</b> .
Annex 5	Vance Martin, Wild Foundation, US	Opinions, comments and requests on the <b>2023 Work Plan and Budget</b> .
Annex 6	Jan Olov Wester- berg, Ajtte - The Swedish National Museum for the Saami, Sweden	Opinions and comments on the <b>2023 Work Plan</b> .
Annex 7	Scott Hajost, ASOC (Antarctic and Southern Ocean Coalition), US (2 <sup>nd</sup> email)	Comments on the <b>2023 Work Plan</b> .
Annex 8	Scott Hajost, The National Whistle- blower Center	Comments on the <b>2023 Work Plan</b> about environmental defenders, whistle-blowers, rangers, and combating environmental crime.
Annex 9	Brent Mitchell, Quebec-Labrador Foundation, US	Comments similar to those described in Annex 1.
Annex 10	Nicholas Robinson, The International Council of Environmental Law (INGO)	Submitted as a request regarding the <b>2023 Work Plan and Budget</b> , ICEL reiterates its proposal to the DG that the Law & Policy environmental law library (Bonn) be transmitted to ICEL.



## Comments from IUCN Members on the 2023 Work Plan and Budget

### Christopher Dunn, Cornell Botanic Gardens on the Draft 2023 Work Plan

Section	Question/Comment	Response
2.1. Membership	This should always be a primary role (and privilege) of membership in the Union.	The feedback from the Members regarding the involvement of National and Regional Committees in the member recruitment, engagement and retention is highly welcome and the Secretariat will engage with relevant Committees when appropriate. Making venue-based organisations a Member recruitment priority alongside States and SNGs is premature pending GCC and possibly Council discussions regarding dues for venue-based organisations.  Section 2.1, bottom of page 4: Some capacity building courses will be provided for free to Members in 2023.
	We need a similar imperative for "venue-based" organizations, many of which are doing the work of IUCN (e.g., Red Listing), but cannot afford membership.	
	There is a role here for NCs and RCs	
	Yes! The present system is archaic and clumsy.	
	Chairs of NC/RC can play a part.	
	Unclear what is being proposed here.	
	Role for NC/RC?	
2.2. Contributions for Nature Platform	Should be Contributions for Nature. That is the name/title used in all other IUCN products.	
3. Secretariat work with Commissions	Does this include financial support?	Section 3, page 8: The Secretariat provides financial support every year to 6 of the 7 IUCN Commissions, known as the Commission Operating Fund.
3.2. Joint Commission- Secretariat Programme work	I am wondering if the text below for each of the 7 Commissions was developed by the Chairs and Steering Committees of each. Or, is this the Secretariat's wording? If the latter, has this been reviewed with each Commission?	
	Hard to read the text in this figure	
3.9. Climate Crisis Commission	Who is driving the mandate of the CCC? The Chair or the Secretariat? And doesn't Council have this "authority," rather than Secretariat?	
4. Resolutions	Probably better to reword this.	
	supported by?	
	Why is that?	
5.1. Overview	? (Error! Reference source not found.4)	This reference will be deleted
5.4. Programme Areas	Does development of Nature-Positive metrics fall into any of these areas?	Nature-positive is cross-cutting to all five programme areas.
	This is already occurring.	
General comment (email)	In addition to the specific comments attached, I do have one	The use of the word Secretariat in the Work Plan refers to both the

## Comments from IUCN Members on the 2023 Work Plan and Budget

	<p>general question that is not included: There is no mention whatsoever of the roles of National and Regional Committee nor of Regional Offices/Directors. Surely, there is envisaged a key role for each of these. I wonder if such can be included in a subsequent draft. Or, some explanation as to why they are not relevant.</p>	<p>Gland HQ and Regional Offices/Directors as we work together as one Secretariat.</p> <p>It is a valid point regarding the lack of mention of the National and Regional Committees, and suggest we <b>add to the end of the first paragraph in section 2.1: <u>The Secretariat will work closely with IUCN Members, National and Regional Committees, Council and the Commissions as appropriate to implement these priorities in 2023.</u></b></p>
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Comments from IUCN Members on the 2023 Work Plan and Budget

Christopher Dunn, Cornell Botanic Gardens on the Draft Budget 2023

Document reference	Comment	Secretariat Response
P20: "The growth in 2023 is largely driven by higher levels of expenditure through partners."	Unclear what this means	Project expenditure is budgeted to be higher in 2023 than in 2022. This increase is driven by an increase in the level of expenditure by partner organisations that are involved in project implementation. See Figure 11.
P21: "Membership dues are showing a modest increase year-on-year from 2021 onwards."	Perhaps could have been more than "modest" if (1) the dues structure were more favourable to venue-based organizations and (2) some long-time members were not forced, financially, to downgrade to Affiliate membership.	<p>The methodology for setting the dues of venue-based organisations will be considered by the Membership Dues Working Group appointed by Council and in accordance with <a href="#">Congress decision 152</a>.</p> <p>The revised dues scale for Members in categories B and C was based on a new methodology for assessing the level of dues Members should pay. Although this resulted in significant increases for some Members, for others it resulted in a decrease. Overall the revised scale is considered to be more equitable than the previous scale.</p>
P22: Table 7, staff costs line	Is this HQ only, or does it include staff at regional offices, and Regional Directors?	It includes all IUCN staff worldwide, including regional staff.
P26: Table 10, increase in membership dues of 10%	This is a lot higher than inflation and might very well be too much to ask of many members.	<p>This is an increase in the total value of dues, which is expected to be driven by new Members.</p> <p>The text has been edited in the final version to make this clearer.</p>
P29: "A provision of CHF 0.8m has been included in the 2022 budget for non-payment of membership dues."	Restructuring the dues to be more equitable for venue-based organizations might mitigate the use of these funds that could be used for	The level of provision made is in line with previous years and previous experience of the level of non-payment. The change in the dues

Comments from IUCN Members on the 2023 Work Plan and Budget

	other programmatic purposes.	structure has not significantly impacted the provision required. The majority is in relation to State Members.
P29: "Non-payment of membership dues, Risk Level: Low"	<p>This is a matter of opinion. The financial risk might not be "low" if members leave or drop to Affiliate status. Also, potential new members might well reconsider if the dues for some types of organizations remains too high. This is one financial type of risk.</p> <p>The other is a reputational risk that is even greater, but is not considered here.</p>	<p>The risk considers membership dues as a whole. Bear in mind that 85% of dues are paid by States and State Agencies.</p> <p>The risk being considered in the document is just the budgetary risk.</p>
P30: "Investment losses, Risk Level: Low"	<p>Given the extreme volatility in global markets, I have difficulty seeing this risk level as "low." Surely, with markets having declined but 50-60% in some sectors, the risk must be at least "moderate," if not close to "high."</p>	<p>Although markets remain volatile, and there could be further losses in 2023, it is unlikely that they would be of the magnitude experienced in 2022. Also, the majority of IUCN investments are fixed income in nature (bonds) and the increases in interest rates seen recently and expected in the future are already "priced in" to the asset values.</p>

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [IUCN Membership](#)  
**Subject:** FW: Comment on Draft Workplan and Budget  
**Date:** 16 November 2022 15:02:01  
**Attachments:** [c108\\_3\\_1\\_draft\\_iucn\\_work\\_plan\\_and\\_budget\\_2023\\_2-1 - DUNN comments.pdf](#)

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**From:** Christopher P Dunn <cpd55@cornell.edu>  
**Sent:** 14 November 2022 20:52  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** Comment on Draft Workplan and Budget

Dear colleagues,

I am very grateful for the opportunity to comment on the IUCN Draft Workplan and Budget.

I must commend you all on a very thorough and comprehensive document. I do have several comments, most of which are included in the attached PDF.

In addition to the specific comments attached, I do have one general question that is not included: There is no mention whatsoever of the roles of National and Regional Committee nor of Regional Offices/Directors. Surely, there is envisaged a key role for each of these. I wonder if such can be included in a subsequent draft. Or, some explanation as to why they are not relevant.

With all best wishes,

Christopher Dunn (on behalf of Cornell Botanic Gardens; Member no. NG/25554)

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Located on the Gayogohó:’no’ (Cayuga Nation) traditional homelands

[www.cornellbotanicgardens.org](http://www.cornellbotanicgardens.org)

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108<sup>th</sup> Meeting of the IUCN Council, Part I (virtual)

29 November 2022

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## 2023 Work Plan and Budget

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Origin: Director General

### REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

## Table of Contents

Part I. 2023 Workplan .....	3
Introduction .....	3
1. Membership Engagement .....	3
1.1. Membership .....	3
1.2. Contribution for Nature Platform .....	5
2. Secretariat work with Commissions .....	6
2.1. Commissions Support Unit .....	6
2.2. Joint Commission- Secretariat Programme work .....	6
2.3. Commission on Ecosystem Management .....	8
2.4. World Commission on Protected Areas .....	8
2.5. Species Survival Commission .....	9
2.6. Commission Education and Communication .....	9
2.7. World Commission on Environmental Law .....	9
2.8. Commission on Environmental, Economic & Social Policy .....	10
2.9. Climate Crisis Commission .....	10
3. Resolutions .....	10
4. State of the project portfolio .....	12
4.1. Overview .....	12
4.2. Donors .....	13
4.3. Project typology .....	14
4.4. Programme Areas .....	16
4.5. Sustainable Development Goals .....	17
5. IUCN Programme Portfolio and risks management .....	18
Part II. 2023 Budget .....	20
1. Introduction .....	20
2. Budget summary .....	22
2.1. Union budget .....	22
2.2. Programme budget .....	24
3. Implementation of the Financial Plan 2021-2024 .....	26
4. Analysis of the 2023 budget by organisational structure .....	26
5. Risks inherent in the 2023 budget .....	29
Annex 1: Executive summary on risks associated to a potential stagflation .....	31

## Part I. 2023 Workplan

### 1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. 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 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

### 2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial 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 are at the very core of the Union's vision and mission.

#### 2.1. Membership

To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

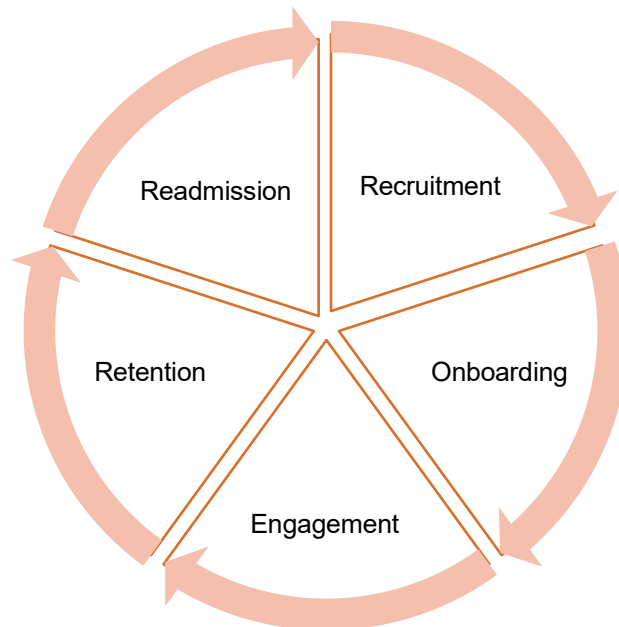
The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.



In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure 1: Membership lifecycle



- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
  - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefitted from membership; and
  - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
  - As per Council Decision C107/10, the priority in 2023 will be to build and run a digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, and Secretariat staff. The launch is planned for March 2023.
  - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
    - A new Member digital magazine
    - A revamped Union Digest newsletter
    - Member webinars and the ability for Members, Commissions members and Committees to run their own Webinars via the digital member zone
    - Strengthen campaigns to mobilise Members on an IUCN-led position papers
    - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
    - Updates on World Conservation Congress Resolutions
    - Capacity building courses for Members (free and discounted)

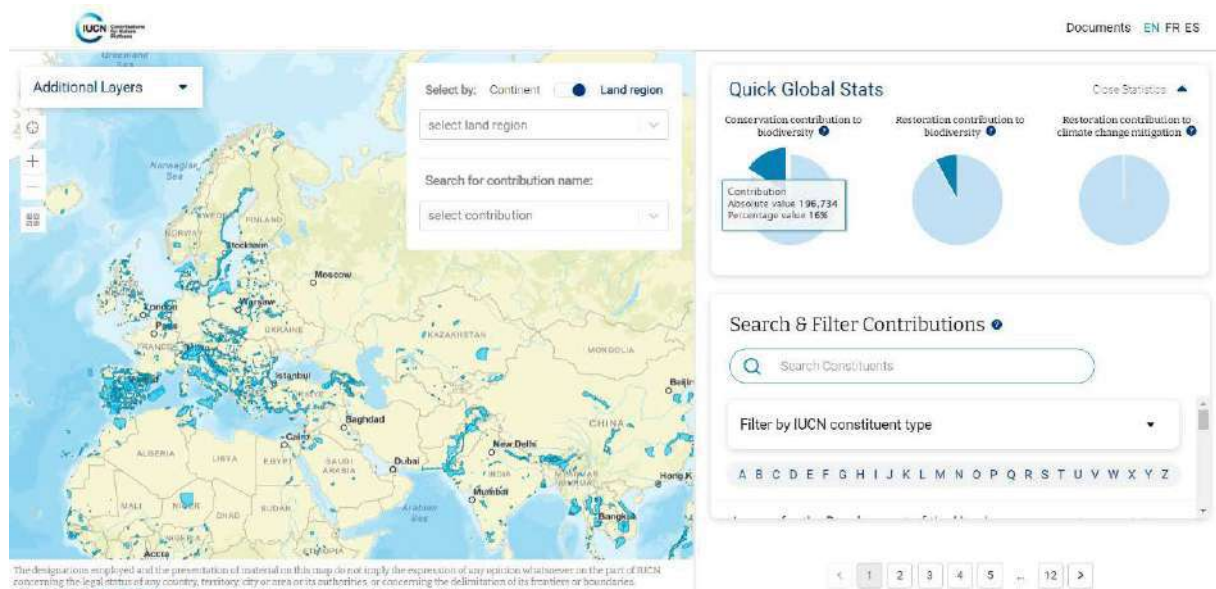
- Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
  - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
  - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
    - An annual Member satisfaction survey
    - **Exit** interviews with Members that leave
    - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

## 2.2. **Contributions for Nature Platform**

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contributions for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5- year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g. Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.



The platform can be accessed on the [IUCN website](#). We have set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contributions for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

### 3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

#### 3.1. Commissions Support Unit

The Commission Support Unit will continue to support the work of the Commissions by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress and 26 October 2022, 13,368 scientific experts have joined the Commissions. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.
- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the alignment between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's website. In 2023, the unit will work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

#### 3.2. Joint Commission- Secretariat Programme work

##### Recurring DG-Commission Chairs meetings

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

##### Engagement architecture

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the Protected Areas Team), it was agreed to introduce a strategic level Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of

the Commissions and ensure issues are dealt with at senior management level. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

### Joint scalable initiatives

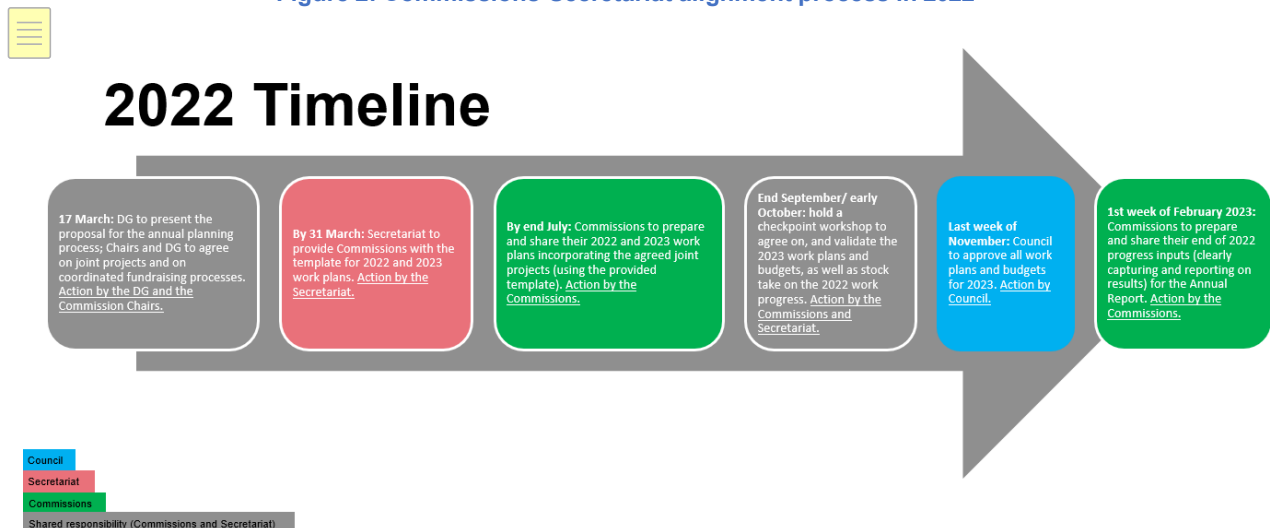
The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems
	Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas
World Commission on Environmental Law	Rights of Nature (see also Resolution section below)
	Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

### Aligning the planning and budgeting processes of the Secretariat and Commissions

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN constituencies. Figure 2 below provides a high-level summary of the agreed process.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

### 3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together. All three are in alignment with IUCN's impact targets.

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide government to prioritise restoration at national or sub national level.

### 3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue its strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two park congresses that took place in 2022 and the IMPAC5 that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023.

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;
- Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas; and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

### 3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships. The work of the Commission is organised around species conservation cycle: Assess, Plan, Act. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. This is an area of work that has great growth potential and includes activities such as distribution of print and digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) national reports, media articles, among others.

Finally, the **Red List on Threatened Species**<sup>TM</sup> fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around [Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species](#). These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

### 3.6. Commission Education and Communication

In 2023, **#NatureforAll** will remain the initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

### 3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the Right of Nature project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on

plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the IUCN Environmental Law Centre in Bonn, in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), ocean law (UNCLOS).

### 3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of *"advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet"* through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

### 3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be resolved in Q1 of 2023.

As the work progresses, and following the upcoming milestone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023.

## 4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN constituency. It is important to note that some Resolutions call for action from multiple constituencies.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are core to the Union's DNA. It is imperative they are implemented effectively to ensure the Union's work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning to all current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the Marielle Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.

As per the Strategic Planning and Reporting Framework found in the [Council Handbook \(Annex 2\)](#), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

Some Resolutions can and are being subsidised through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN's portfolio which pursues a holistic programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the central Union Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation.

**Example of a Resolution funded by the project portfolio: [WCC 2020 Res 007: Developing agroecological practices as nature-based solutions](#)**

The estimated cost of implementation for this Resolution is CHF1.4m. The required funds have already been raised from the French Development Agency (AFD), IKEA Foundation and Pernod-Ricard; and this effort has now become part of our project portfolio. The study on agroecological approaches as nature-based solutions is underway, in partnership with the UN Food and Agriculture Organisation (FAO). As part of the study, in 2023 we will be working on developing specific case-studies to analyse the approach to integrating NbS into agricultural practices.

Part of the funds are also allocated to developing agroecological projects in 6 countries: India, Vietnam, Rwanda, Tanzania, Burkina-Faso and Guatemala.

Many Resolutions from past Congresses remain under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst subsidising all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General's Office, Communications, Commissions Operating Funds, Finance and IT amongst other).



In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

## 5. State of the project portfolio

### 5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, the value of the project portfolio will continue its upward trend compared to previous years increasing from CHF 824m to CHF 925m (see Figure 3 below). 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 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

Figure 3: Project Portfolio Value

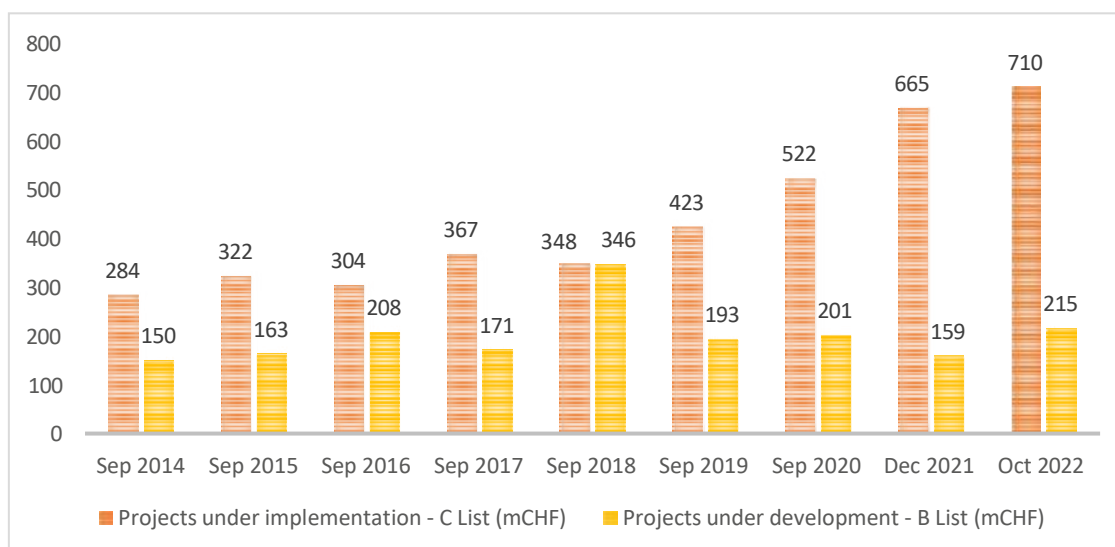


Table 1: Basic portfolio information for C and B List projects 2022-2023

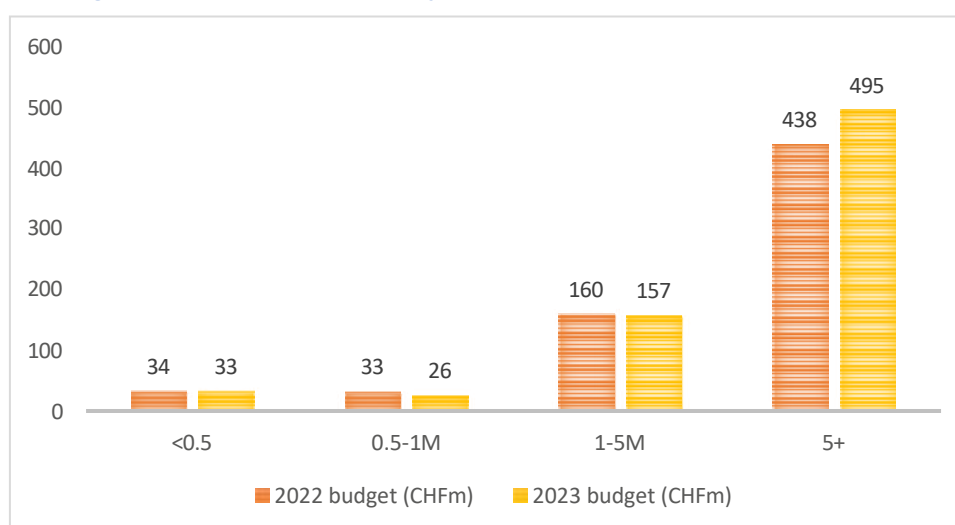
	C List <sup>1</sup>		B List <sup>2</sup>	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

<sup>1</sup> Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

<sup>2</sup> Based on annual budget data for B List projects, only restricted funding.

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN's ability in securing funding for large scale projects.

**Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)**



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global ([Error! Reference source not found.4](#)). Of the 2023 budget, two third (66.1%) are allocated at the national level, while the last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

**Table 2: 2023 Budget by location for C List and B List factored-in projects**

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
<b>TOTAL</b>	<b>136.9</b>	<b>100%</b>

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 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 to strengthen the organisation globally.

**Table 3: Portfolio value and share for C List projects 2022-2023**

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%
Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
<b>Total</b>	<b>665</b>	<b>100%</b>	<b>710</b>	<b>100%</b>

In 2023, three quarters (75%) 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 Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF)) which together fund 45% of the total C List budget for 2023.

**Table 4: Top 2023 donors - C List**

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission <sup>3</sup>	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development <sup>4</sup>	USAID	4.9
United Nations Environment Programme <sup>5</sup>	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme <sup>6</sup>	UNDP	2.6
The Royal Commission for AIUla	-	1.9

### 5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

#### Definitions

**Executing role:** IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.<sup>7</sup>

- **Grant making** – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global

<sup>3</sup> Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

<sup>4</sup> Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

<sup>5</sup> Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

<sup>6</sup> Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

<sup>7</sup> Grant-making is one of the key delivery mechanisms as an executing role.

Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

**Implementing role:** IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing fund to executing partners.

**Service level agreement:** Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

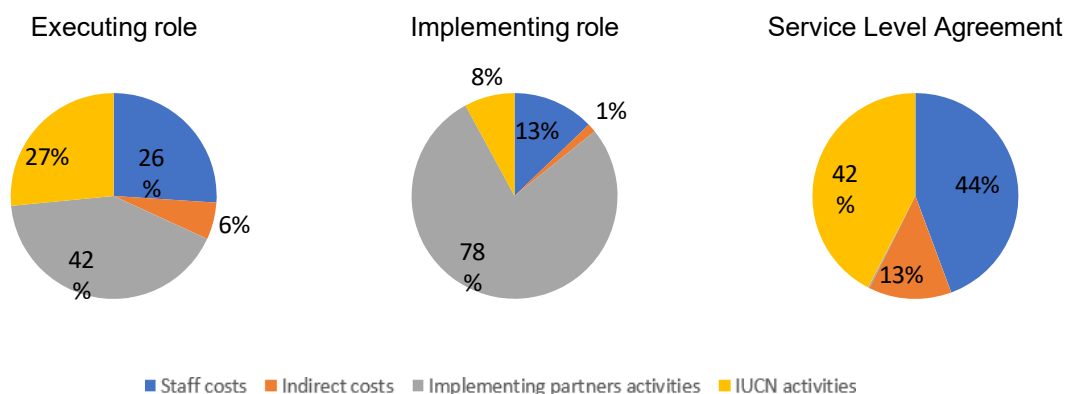
**Portfolio distribution by project type**

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

**Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
<b>C</b>	<b>25.9</b>	<b>5.3</b>	<b>62.2</b>	<b>24.4</b>	<b>117.8</b>
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
<b>B</b>	<b>6.2</b>	<b>1.3</b>	<b>6.0</b>	<b>5.6</b>	<b>19.1</b>
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
<b>Grand Total</b>	<b>32.2</b>	<b>6.5</b>	<b>68.2</b>	<b>30.1</b>	<b>136.9</b>

The following figures show 2023 budget allocations per expense type and project type for C projects:



The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to

successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

#### 5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the "Sharm el Sheikh Partnership for Nature-based Solutions" with IUCN. The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN's Regional offices, collaboration with Commissions and beyond.

In 2023, there are also a number of international events which will help us strengthen IUCN's work around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

**Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)**

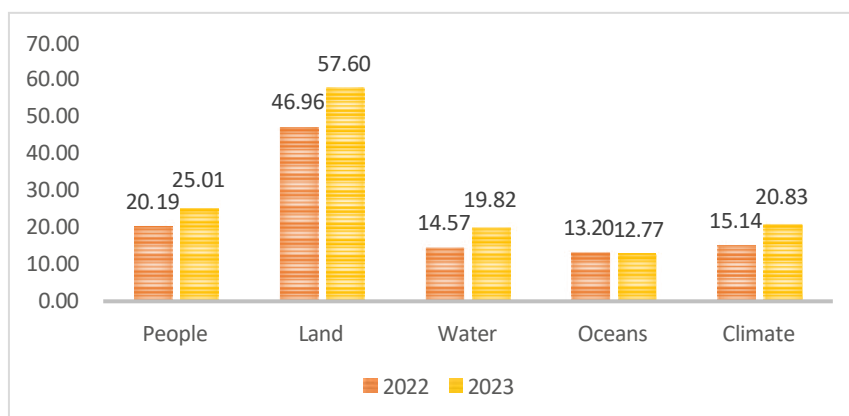


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets.

**Table 6: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)**

Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		1.10	1%
TOTAL		137.13	100%

## 5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget<sup>8</sup>. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

<sup>8</sup> Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



## 6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
<p>Shift in funding:</p> <p>Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> <li>- Geopolitical events in Eastern Europe</li> <li>- Global economic trends</li> </ul>	<ul style="list-style-type: none"> <li>i) Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>ii) Increase value proposition on unrestricted to attract more funding</li> <li>iii) Focus on high quality project outputs and “tell the story” better, by using hard data, to secure funding</li> <li>iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>v) Regular interactions with IUCN’s key donors on their funding priorities and foreseen shifts/cuts</li> <li>vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.</li> </ul>
<p>Portfolio pipeline:</p> <p>Misalignment of pipeline with programme due to:</p> <ul style="list-style-type: none"> <li>- Un-balanced mix of projects</li> <li>- approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Pipeline structure review</li> <li>ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy</li> <li>iii) Analysis to rebalance portfolio growth</li> <li>iv) Stronger accountability in performance and financial results</li> </ul>
<p>Portfolio and project management:</p> <p>Weaknesses in portfolio management, monitoring and performance due to:</p> <ul style="list-style-type: none"> <li>- Limited monitoring capacity and tools</li> <li>- Gaps in internal skills and training capacity for portfolio management</li> <li>- Gaps in implementing partners screening</li> <li>- Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs)</li> <li>- Poor portfolio design</li> </ul>	<ul style="list-style-type: none"> <li>i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio</li> <li>ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management</li> <li>iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance)</li> <li>iv) Rigorous due diligence process for partners</li> </ul>
<p>Programme execution:</p> <p>Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> <li>- Selection of downstream partners and capacity assessment gaps</li> <li>- Current economic trends</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Rigorous due diligence process for partners</li> <li>ii) To embed partners strengthening components at project design</li> <li>iii) Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>iv) Analyse, and if required, revise and update financial reporting</li> </ul>

Given the world’s economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.



## Part II. 2023 Budget

### 1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

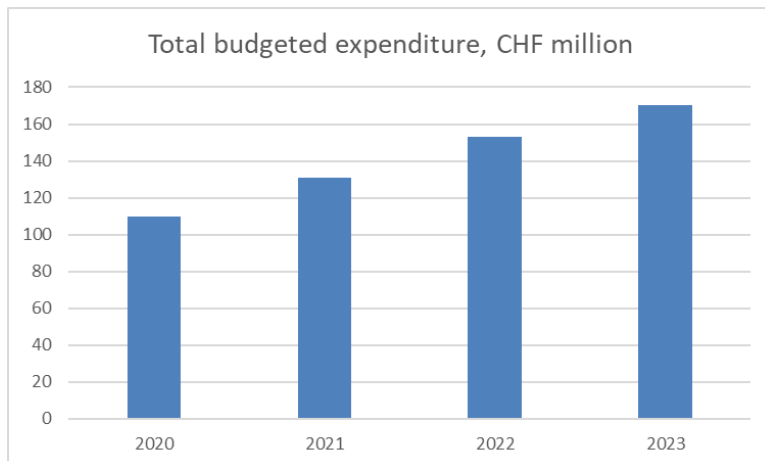
#### Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

Figure 7: Total budgeted expenditure, CHF million



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation, operational efficiency and organisational effectiveness.

#### Overall financial situation

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. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the Union part of IUCN's budget is challenging and can only currently be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

Figure 8: Income trends, CHF million

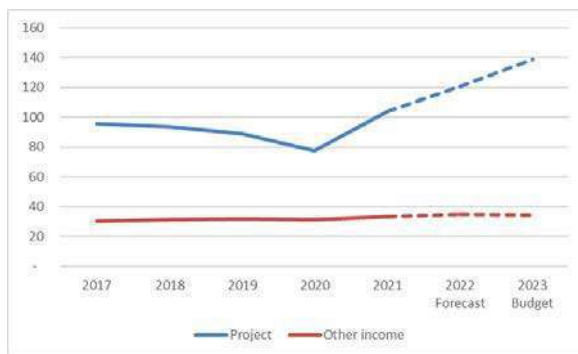
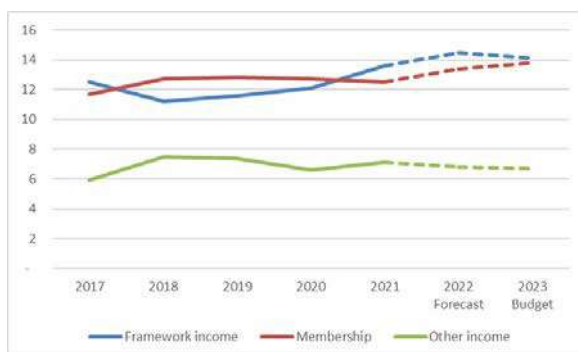


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



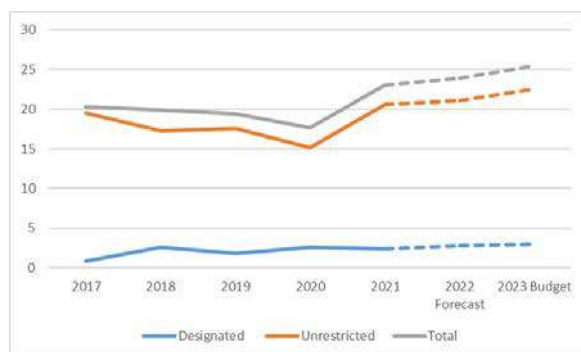
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

### **Reserves**

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

Figure 10: IUCN reserves, CHF million



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 its reserves to support higher levels of risk.

## 2. Budget summary

Table 7 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Union component and a Programme component.

**Table 7: Budget summary**

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
<b>Income</b>						
<b>Union income</b>						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
<b>Total Union income</b>	<b>14.3</b>	<b>14.3</b>	<b>15.1</b>	<b>-</b>	<b>15.1</b>	<b>16.0</b>
<b>Programme</b>						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
<b>Total programme income</b>	<b>122.4</b>	<b>136.3</b>		<b>156.9</b>	<b>156.9</b>	<b>137.7</b>
<b>Total income</b>	<b>136.7</b>	<b>150.6</b>	<b>15.1</b>	<b>156.9</b>	<b>172.0</b>	<b>153.7</b>
<b>Expenditure</b>						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
<b>Total operating costs</b>	<b>66.9</b>	<b>68.7</b>	<b>16.2</b>	<b>55.0</b>	<b>71.2</b>	<b>74.1</b>
<b>Project activities</b>						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
<b>Total project activities</b>	<b>64.5</b>	<b>78.1</b>	<b>-</b>	<b>98.4</b>	<b>98.4</b>	<b>78.6</b>
<b>Other costs</b>						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6	0.3	-	0.3	-
<b>Total expenditure</b>	<b>131.1</b>	<b>149.3</b>	<b>17.0</b>	<b>153.4</b>	<b>170.4</b>	<b>152.7</b>
<b>Operating result</b>	<b>5.6</b>	<b>1.3</b>	<b>(1.9)</b>	<b>3.5</b>	<b>1.6</b>	<b>1.0</b>
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
<b>Surplus/(deficit)</b>	<b>4.6</b>	<b>1.2</b>	<b>(2.0)</b>	<b>3.4</b>	<b>1.4</b>	<b>1.0</b>

### 2.1. Union budget

#### a) Summary

The Union budget covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership and Commission support (HQ and regional levels)
- Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another core activity of the Union is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Union part of the budget yet. The numbers still need to be consolidated.

## **b) Income**

**Membership dues** are budgeted at CHF 12.7m. This is based on the membership as of September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

**Other income** is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Union budget, the balance is allocated to the programme budget.

## **c) Expenditure**

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

Expenditure outside the usual staff costs and activities to maintain and support the union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2).

#### d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 8.

**Table 8: Reserve transfers**

	2021	2022	2023	2023	2023
CHF m	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
<b>Total</b>	<b>(1.1)</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

## 2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

#### a) Income

**Framework income** is budgeted at CHF 14.1m. 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 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed.

**Project income** comprises donor income for specific projects. The amount budgeted is CHF 138.5m. 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 2022 forecast (CHF 117m). 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. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

#### b) Expenditure

**Staff costs** are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

**Other operating costs** are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.

### c) Project activities

**IUCN project activities** are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

**Implementing partner activities** are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

### d) Total project expenditure

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. 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 funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

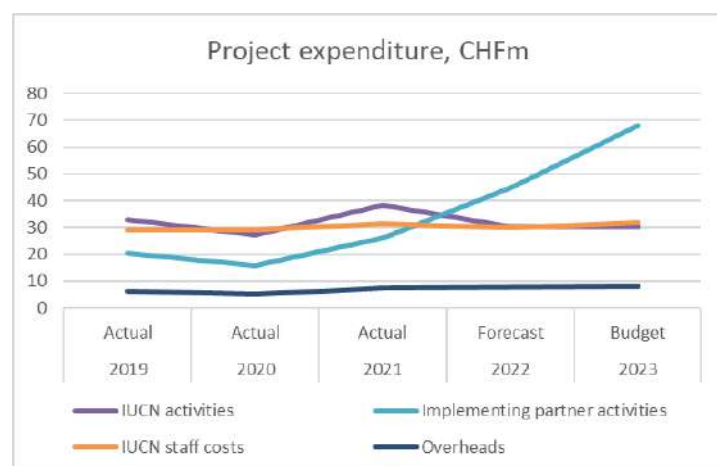


Table 9 provides the value of the project expenditure components for the years 2021 to 2023

Table 9: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
<b>Total project expenditure</b>	<b>103.7</b>	<b>112.6</b>	<b>138.5</b>	<b>108.9</b>

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

### e) Programme investments

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3<sup>rd</sup> year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

### 3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

**Table 10: Progress against Financial Plan targets**

Target	Target value	Period	2023 progress
Increase membership dues	10%	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Increase of 7% in aggregate compared to 2022 budget Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery.  (The target value in the Financial Plan was erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

### 4. Analysis of the 2023 budget by organisational structure

Table 11 below presents the 2023 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 partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term "Headquarters" denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

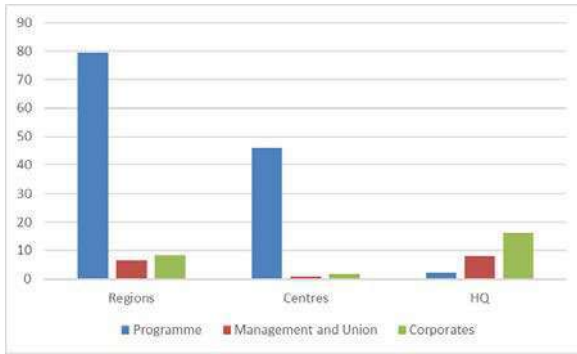
Table 11: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
<b>Regional programmes</b>									
<b>Expenditure</b>									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
<b>Total expenditure</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>Centres</b>									
<b>Expenditure</b>									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
<b>Total expenditure</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>Headquarters</b>									
<b>Expenditure</b>									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
<b>Total expenditure</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.5</b>	<b>-</b>	<b>26.6</b>	<b>100%</b>	<b>24.5</b>	<b>100%</b>
<b>Provisions</b>									
<b>Expenditure</b>									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
<b>Total expenditure</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>100%</b>	<b>-</b>	<b>-</b>
<b>Total</b>									
<b>Expenditure</b>									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	18%
<b>Total expenditure</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.



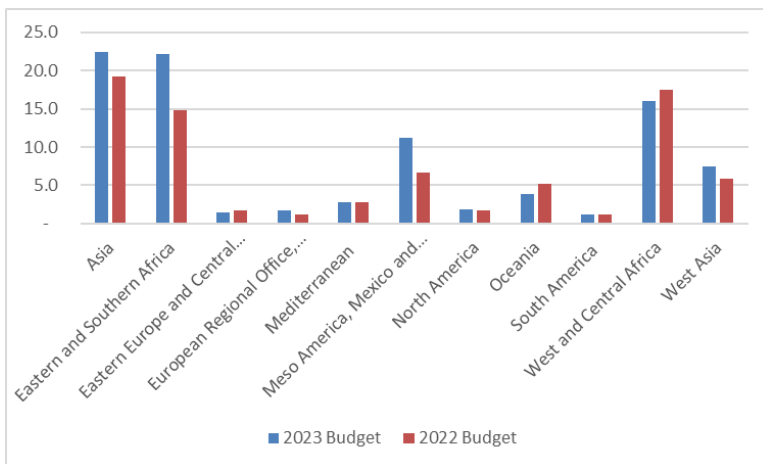
**Figure 12: Analysis of 2022 budget by organisational group and function**



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

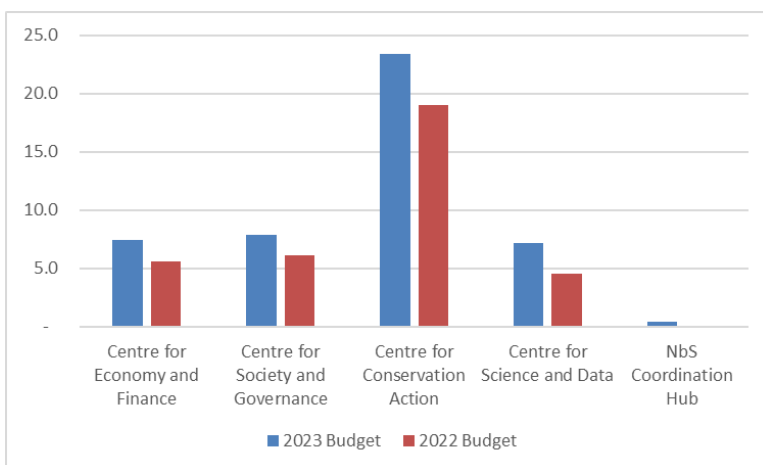
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

**Figure 13: Regional programmes: total budgeted expenditure**



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 14: Centres: total budgeted expenditure**



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

## 5. Risks inherent in the 2023 budget

The main risks for 2023 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

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 other income sources.

**Risk response:** All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### 2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents 14% of total budgeted expenditure.

**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, including staffing implications.

**Risk Level:** Medium

**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 reason. 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 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

**Risk Level:** Low

**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. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss

franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

**Risk response:** The risk of exchange losses on framework contracts 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 in place 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:** Medium

**Risk Owner:** Chief Finance Officer

#### 5. Investment losses

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

**Risk response:** The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

**Risk Level:**  Low

**Risk Owner:** Chief Finance Officer

## Annex 1: Executive summary on risks associated to a potential stagflation

### Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

### Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

### Preliminary identification and potential mitigations

<b><i>Risk/Opportunity</i></b>	<b><i>Risk drivers</i></b>	<b><i>Consequences/Impact</i></b>	<b><i>Mitigations actions</i></b>
<p><b>Risk:</b> Organisational and operational support and portfolio operations are becoming more complex</p>	<ul style="list-style-type: none"> <li>• Slower economic growth</li> <li>• Higher inflation</li> <li>• Financial stress in some emerging market and developing economies where we execute projects</li> <li>• Size of the portfolio has grown over the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of donor contract decline</li> <li>• Issues for budget reallocation</li> <li>• Unable to deliver full scope of projects</li> <li>• Operational delays</li> <li>• Cost of living crisis and famine leading to social unrest and shift in priorities</li> <li>• Increase inherent risk due to the size of the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast the impact of inflation on projects' budget</li> <li>• Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>• Request additional funds/work with donor to adapt project budget where impacts are expected</li> <li>• Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management</li> </ul>
<p><b>Risk:</b> Donor may redefine their funding strategy towards IUCN due to economic trends</p>	<ul style="list-style-type: none"> <li>• GDP is projected to shrink.</li> <li>• Sharp tightening of monetary policy in advanced economies</li> </ul>	<ul style="list-style-type: none"> <li>• IUCN's portfolio at risk</li> <li>• Stabilisation/reduction on unrestricted and/or restricted funding sources</li> <li>• IUCN struggles to fund its core budget</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>• Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding)</li> <li>• Focus on high quality project outputs and "tell the story" better to secure funding</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
			<ul style="list-style-type: none"> <li>• Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>• Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts</li> <li>• Ensure application of IUCN budget architecture and overhead policy as well as project costing tool</li> <li>• Diversify funding (i.e. strategically target those industry with less hit)</li> </ul>
<b>Risk:</b> Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> <li>• Slow European economic growth compared to Switzerland</li> <li>• Attraction of CHF as a safe haven currency</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in EUR, GBP, and Scandinavian currencies against the CHF</li> <li>• Reduction in CHF value of framework funds</li> </ul>	<ul style="list-style-type: none"> <li>• Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts</li> <li>• Assess options to hedge 2023 framework contributions</li> </ul>
<b>Risk:</b> IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> <li>• Higher inflation</li> <li>• Employment continuity is uncertain</li> <li>• Job market volatility</li> <li>• Salaries scales do not reflect the actual market</li> </ul>	<ul style="list-style-type: none"> <li>• Staff may claim higher wages</li> <li>• Challenges in retaining staff</li> <li>• Challenges in attracting new talent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cost of labour monitoring and cost of labour adjustment policy.</li> <li>• Implement hazard pay policy for specific national contexts.</li> <li>• Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)</li> </ul>
<b>Risk:</b> Membership dues payment default	<ul style="list-style-type: none"> <li>• Economic instability and budget cuts by countries and their agencies</li> <li>• Reduction in financial resources of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in funding, leading to reduction in flexibility and inability to meet objectives.</li> <li>• Reduction in financial resources of NGO members</li> <li>• Members leave IUCN</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out membership strategy</li> <li>• Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.)</li> <li>• Manage discussion with the WG on membership dues, GCC and FAC to be</li> </ul>

<b><i>Risk/Opportunity</i></b>	<b><i>Risk drivers</i></b>	<b><i>Consequences/Impact</i></b>	<b><i>Mitigations actions</i></b>
		<ul style="list-style-type: none"> <li>Financial loss may prevent IUCN to invest in new initiative to support the membership</li> </ul>	<ul style="list-style-type: none"> <li>clear on the consequences of any action related to membership dues</li> <li>Better forecast membership due income (i.e. potential survey)</li> </ul>
<p><b><i>Risk/Opportunity:</i></b> <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> <li>Delicate task to find the right policy mix that will bring inflation down without triggering a recession</li> <li>Influence negatively or accelerate positively the green recovery agenda.</li> <li>Increased focus on food security</li> </ul>	<ul style="list-style-type: none"> <li>Programme does not respond to donor needs (threat)</li> <li>Higher demand on IUCN services (opportunity)</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant)</li> <li>Maintain strong dialogue with State Members and donors on green agenda</li> <li>Ensure policy and portfolio is aligned with topics of focus were possible</li> </ul>



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**From:** Ottinger, Prof. Richard L. <rottinger@law.pace.edu>  
**Sent:** 18 November 2022 23:04  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** Comment on Programme

Dear Sirs/Mesdames:

It is essential that IUCN finally step up and exercise leadership to address the principal fossil fuel causes of the Climate Crisis. It is clear now that COP27 will not do the job, and it is essential to the future of life on earth and all the good work that IUCN is doing on biodiversity preservation that our organization step up to the plate.

UN Secretary General Guterres put it so succinctly in his opening address:

This UN Climate Conference is a reminder that the answer is in our hands.  
And the clock is ticking.  
We are in the fight of our lives.  
And we are losing.  
Greenhouse gas emissions keep growing.  
Global temperatures keep rising.  
And our planet is fast approaching tipping points that will make climate chaos irreversible.  
We are on a highway to climate hell with our foot still on the accelerator.

IUCN, as the largest and most prestigious international environmental organization, should be taking a leadership role in resolving this existential threat, not just hiding behind its traditional role of continuing to support only “Nature Based Solutions,” at that even defined narrowly to exclude energy from the sun and wind, certainly nature based.

The organization’s rationale, as spelled out by its Director General at the IUCN World Conservation Convention in Hawaii, is that energy is not within its mandate, that it lacks energy expertise, that it would be too expensive to acquire it, and that it therefore should be left to other organizations that possess that expertise. But the requisite expertise already has been ably provided by the IPCC scientific specialists who have made the finding that failing to keep global temperature rises to less than 1.5 degrees centigrade would produce an irreducible threat to life and all biodiversity on earth. There is no need for IUCN to duplicate that expertise.

IUCN Members have clearly expressed their concurrence with this initiative. On behalf of the Center for Environmental Legal Studies, I offered Motion 038 (Res. 033) at the Marseille



WCC2020 asking Members and IUCN experts to urge their governments to phase out their reliance on fossil fuels and it passed overwhelmingly by the electronic vote. We also offered and got passed with the support of more than 95% of the vote a motion amending the Council motion setting forth its climate change plans for 2021-2025 making the same request. I would think that the Council would be obliged to act upon the directions of these motions.

Surely getting a significant number of IUCN's worldwide 1,400 Members and 15,000 experts to urge actions by their country governments and private sector experts to phase out their fossil fuel dependents is bound to make a favorable difference.

Sincerely yours,

Richard Ottinger  
Co-Director Center for Environmental Legal Studies NG/86  
Dean Emeritus  
Elisabeth Haub School of Law, Pace University  
White Plains, N.Y.  
Email: [rottinger@law.pace.edu](mailto:rottinger@law.pace.edu)  
iPhone: 1-914-224-5495

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [NICK Sabrina](#); [IMBSEN Louise](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda  
**Date:** 23 November 2022 17:16:08

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**From:** scotthajost@yahoo.com <scotthajost@yahoo.com>  
**Sent:** 23 November 2022 17:10  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda

Sorry also meant to mention that Res. 107 also provided that the Task Force was supposed to have produced by 2022 a scientific and technical situation analysis on the effects of fisheries on biodiversity involving a consultative workshop.

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**From:** [scotthajost@yahoo.com](mailto:scotthajost@yahoo.com) <[scotthajost@yahoo.com](mailto:scotthajost@yahoo.com)>  
**Sent:** Wednesday, November 23, 2022 10:47 AM  
**To:** 'IUCN Membership' <[MEMBERSHIP@iucn.org](mailto:MEMBERSHIP@iucn.org)>  
**Subject:** RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda

Dear IUCN Director General. Thank you for the opportunity to comment on the draft Council agenda for part 1 of the 108<sup>th</sup> Council meeting.

Implementation of Marseille resolutions is a key member priority. It would be interesting to know the criteria for selecting resolutions requiring action by Council. There is one on the draft agenda. Resolution 107 on reducing the impact of fisheries on marine biodiversity is on the Council list. Resolution 107 was approved before the physical Marseille Congress and requested the DG and Commission Chairs "to establish in 2021 a Task Force to reconcile fisheries and conservation ...." It is now approaching 2023. Is there a clear timetable for establishing this Task Force and when might members be apprised of that?

Many thanks.

Scott A. Hajost

Board Vice-Chair  
ASOC (Antarctic and Southern Ocean Coalition)

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [NICK Sabrina](#); [IMBSEN Louise](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023  
**Date:** 24 November 2022 09:17:20

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**From:** Paul Salaman <[paul@galapagos.org](mailto:paul@galapagos.org)>  
**Sent:** 24 November 2022 00:25  
**To:** IUCN Membership <[MEMBERSHIP@iucn.org](mailto:MEMBERSHIP@iucn.org)>  
**Subject:** RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

As an IUCN member, I would request that the International Ranger Award by IUCN be included as this is a major award showcasing an important element of nature conservation worldwide (in its 3<sup>rd</sup> year now). Would that be possible?

Regards, Paul Salaman

---

**From:** IUCN Members <[membership@iucn-crm.org](mailto:membership@iucn-crm.org)>  
**Sent:** Tuesday, November 8, 2022 10:37 AM  
**To:** Mr Scott HAJOST <[scotthajost@yahoo.com](mailto:scotthajost@yahoo.com)>  
**Subject:** IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

**To:** *IUCN Members*

**CC:** *National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit*

## Draft Agenda for Part 1 of the 108th meeting of the IUCN Council

and

## Draft Workplan and Budget 2023

**From:** [Vance Martin](#)  
**To:** [IUCN Members \(membership@iucn-crm.org\)](mailto:membership@iucn-crm.org)  
**Cc:** [RAO Mahdu](#); [Christopher P Dunn](#); [President - IUCN](#)  
**Subject:** feedback on Budget abd Workplan 2023  
**Date:** 27 November 2022 17:49:47

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Dear Director General and IUCN Councilors,

Thank you for the opportunity to comment on the annual work plan and budget. After consultation with IUCN Member colleagues, I'm pleased to submit the results of our discussions:

1- The 2023 work plan does not provide clarity with regard to the main areas of activities and the priorities that the secretariat will focus on during the next year.

It presents a breakdown of the budget per the programme areas and has a strong focus on project, but it's hard for us to know the top priorities for the Secretariat, in particular with regard to policy topics where we expect IUCN to engage strongly.

It would be helpful for the Membership to know these priorities and to know of particular objectives IUCN will be pursuing during 2023, as this would help facilitate the Membership engagement in support of these priorities.

We understand that the Secretariat is now carrying new special initiatives, such as Finance for Nature. It is important to inform the Membership on such initiatives and their planning, as well as their budget allocations.

2- To us, the draft 2023 budget is very opaque in comparison to other budgets in recent years. It does not serve in any manner to help Membership understand where or in what our organization is investing. It is also difficult to correlate it to the work plan.

For all of us to act effectively as a Union, it's essential for both Members and Council to have more details on the distribution of the unrestricted funding, in particular with regard to investments in HQ, the different thematic areas and the different regions.

Finally, we do not favor the manner in which the budget is structured, by Union budget and Programme budget. We regard, most importantly, that the programme is an integral part of the Union's work.

We offer these comments in the hope that they are considered with the same care in which they were generated, and that they can and will be addressed.

Thank you

Vance (Martin)

万斯·马丁 ~~ 荒野区

## Vance G. Martin

President, WILD Foundation  
Co-Chair, Wilderness Specialist Group, IUCN  
717 Poplar Ave, Boulder, CO 80304 USA  
p: +1 303-442-8811 x 702 | m: +1 805-320-5975  
vance@wild.org



LA MOITIÉ  
POUR LA  
NATURE



NATURE  
NEEDS  
HALF

LA MITAD  
PARA LA  
NATURALEZA

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [NICK Sabrina](#); [IMBSEN Louise](#); [IUCN Membership](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023  
**Date:** 27 November 2022 21:03:19

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**From:** Jan Olov Vesterberg <janolovvesterberg@gmail.com>  
**Sent:** 27 November 2022 19:09  
**To:** IUCN Members <membership@iucn-crm.org>; IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** Re: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

Dear madame president, director general, councillors friends.

Many thanks for the opportunity to comment on the draft agenda and draft workplan. After having read the documents I have some small comments.

First I am very glad for this council:s ability to address to challenges facing our world, nature and IUCN. We live in troubled times, and IUCN is one of the important organizations addressing some of the issues facing us. The union is important and you as leaders of the change process we are in the middle of, are equally important. We keep you in our thoughts! I am happy to see that our new programme is well reflected.

Secondly, the initial focus on the importance of our membership is well taken. Without our members, both organizational and individual in the commissions, we are nothing. To continue to build the membership support mechanisms is from my humble opinion an survival issue for IUCN. The document could have been strengthened somewhat in showing the allocation of secretariat both in personnel and funds in the different regions.

Thirdly, the presentation on the project portfolio is impressive. It is very obvious that IUCN continues to have the ability to attract external restricted funding. That is good. I am sure that the council continues the discussion on the pros and cons of an expanding portfolio, and the risks of this. With an expanding project portfolio, comes the need to balance the expenditure so that the projects and the need to handle them don't "exclude" the support for the membership and the commissions. But, I am very sure that this is an ongoing discussion in council.

Lastly. I know that you are moving into a most important work creating the long-time plan for the union. Sadly, I did miss the deadline for nominations and/or applications. I am glad that council is putting this issue at the front burner, and wish you all all luck in the work

My very best

Jan Olov Westerberg  
Chair, Ajtte - The Swedish National Museum for the Saami

Ex-councillor

Den tis 8 nov. 2022 kl 16:36 skrev IUCN Members <[membership@iucn-crm.org](mailto:membership@iucn-crm.org)>:



**To: IUCN Members**

**CC: National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit**

## **Draft Agenda for Part 1 of the 108th meeting of the IUCN Council**

**and**

## **Draft Workplan and Budget 2023**

Dear IUCN Members,

IUCN Members and National and Regional Committees are welcome to send their comments on:

1. the [draft Agenda](#) for the first part of the 108th Council meeting taking place on 29 November 2022; and

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [NICK Sabrina](#); [IMBSEN Louise](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023  
**Date:** 27 November 2022 21:14:48

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**From:** scotthajost@yahoo.com <scotthajost@yahoo.com>  
**Sent:** 26 November 2022 22:44  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

Dear Director General. Thank you for the opportunity to comment on the draft IUCN 2023 workplan.

Section 4.4.3 of the IUCN Program provides- “In response to stressors on the continent of Antarctica and the Southern Ocean, including climate change impacts, IUCN will support the ongoing implementation of the Antarctic Treaty and the Convention for the Conservation of Antarctic Living Resources, including through the expansion of marine protected areas.” IUCN has a seat at the table in the Antarctic Treaty system that needs to be used and should be included in the workplan.

IMPAC5 is mentioned in the draft workplan and IUCN should strive to ensure that Antarctic MPAs are addressed. IUCN has played a leading role in the UN BBNJ negotiations but this is not mentioned in the workplan. In this regard, IUCN should promote appropriate synergies with and draw lessons learned from the Antarctic Treaty System. IUCN is also working on Southern Ocean KBAs which should be recognized.

Resolution 107 was approved before the physical Marseille Congress and requested the DG and Commission Chairs “to establish in 2021 a Task Force (which includes “taking into account Antarctica and the Southern Ocean”) to reconcile fisheries and conservation ....” It also provided that the Task Force was supposed to have produced by 2022 a scientific and technical situation analysis on the effects of fisheries on biodiversity involving a consultative workshop. It is now approaching 2023 so trust that implementing Resolution will be part of the 2023 workplan.

Illegal exploitation of marine living resources is addressed in the Program and it is time for IUCN to engage in combating illegal fishing. This is part of a broader issue of IUCN’s role in combating environmental crime.

WCPA – We do not see anything on polar regions, which is included in the WCPA Mandate – Southern Ocean MPAs remains a key issue. As noted, there is now also active work on Southern Ocean KBAs including by IUCN. We assume WCPA will remain active on UN BBNJ negotiations but it is not mentioned under WCPA.



WCEL- The WCEL Mandate under priorities includes enhancing the effectiveness of WCEL specialist groups with particular emphasis including Antarctic polar governance as a cross-cutting theme. Antarctica is not mentioned in the WCEL draft workplan though there is much work to be done under the Antarctic Treaty system and in building synergies with the UN BBNJ agreement and other international agreements. WCEL is also very active in the BBNJ negotiations but this is not specifically mentioned.

On page 11 under section 4. on Resolutions, there is a reference to resolutions being “subsidized” by the project portfolio. The appropriate term is implemented as WCC resolutions are core IUCN business including for the Secretariat.

Thanks again.

Scott A. Hajost

Board Vice-Chair  
ASOC – Antarctic and Southern Ocean Coalition



**To: IUCN Members**

**CC: National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit**

**From:** [OVER Sarah](#)  
**To:** [DE WEVER Luc](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 rev  
**Date:** 28 November 2022 09:34:21

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**From:** Scott Hajost <sh@whistleblowers.org>  
**Sent:** 28 November 2022 04:50  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Subject:** RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 rev

Dear Director General. Thank you for the opportunity to comment on the draft 2023 IUCN workplan.

Combating environmental crime including natural resource crime – wildlife trafficking, illegal fishing and illegal timber trade is not mentioned in the draft workplan. Natural resource crime is grounded in the Program, numerous Marseilles resolutions and three of the Commission Mandates. For example, the IUCN Program states that IUCN will “fight illegal wildlife trafficking”. Illegal exploitation of marine resources and IUU fishing are mentioned in the Program and illegal logging and poaching in the Addendum.

The IUCN Program under the environmental rule of law explicitly addresses IUCN promoting whistleblower protection and reward laws and the WCEL Mandate includes them as do Marseille resolutions. Marseilles resolution 115 on environmental defenders and whistleblowers –

1.c Encourages the DG with others to develop an IUCN policy and action plan on environmental human rights defenders and whistleblowers in collaboration with defenders and whistleblowers and their organizations.

2. Requests CEC, WCEL and CEESP in collaboration with defenders and whistleblowers and their organizations to initiate a campaign to promote and support the work of defenders and whistleblowers-

This Resolution is not in the workplan including the CEC, WCEL and CEESP workplans though CEESP’s mentions defenders but not this campaign nor whistleblowers. Overall, whistleblowers are not addressed in the draft workplan. Of note, whistleblowers can be and are environmental defenders.

WCPA – Rangers are not mentioned which are addressed in the WCPA Mandate and there will be the International Ranger Awards again next year of which WCPA (and IUCN) are partners. Natural resource crime is a serious threat to protected areas including World Heritage site and to rangers. The WCPA presentation to the IUCN US National Committee annual meeting mentioned that WCPA is looking at wildlife crime and it will be good to see that develop.

CEC- I have already mentioned Resolution 115 and its request to CEC, WCEL and CEESP to initiate a campaign to promote and support environmental defenders and whistleblowers. That is not mentioned in the draft CEC workplan session. Nor is there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.

WCEL – the Resolution 115 campaign request is not mentioned either in the draft WCEL section of the workplan. The WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g., global wildlife trafficking and on cross-cutting themes such as protection of whistleblowers and environmental defenders but these are not addressed in the workplan. The WCEL Chair is an End Wildlife Crime Champion and a member of its Technical Support Group.

CEESP- the same on Resolution 115, it is not mentioned either. The CEESP Mandate program priorities include research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and CORRUPTION – emphasis added but these are not specifically addressed. Per the IUCN Program and Resolution 115, CEESP should be considering whistleblowers in its work on environmental defenders. I have sent both CEESP and the society and governance center and human rights and conservation team the report of the UN Special Rapporteur for Environmental Defenders on their anti-corruption work which also addresses whistleblowers in some detail. It is an important report submitted to the UN Human Rights Council.

Human rights are referred to under CEESP but IUCN should be developing an all of IUCN approach on the convergence of environment and conservation, human rights and corruption and environmental crime and considering engagement in the UN Human Rights Council, UNCAC and UNTOC.

The draft refers to a few SDGs but not SDG 16 on Peace, Justice and Strong Institutions. Among other things it addresses the rule of law and corruption and bribery. It would be good if IUCN addressed what it is doing to contribute to achieving SDG 16.

It would be good to consult the membership through NC/RC reps on Section 2. on Membership Engagement.

Finally, on page 11 under section 4. on Resolutions, there is a reference to resolutions being “subsidized” by the project portfolio. The appropriate term is implemented as WCC resolutions are core IUCN business including for the Secretariat. It would be helpful to see the report on the status of implementation of Marseille resolutions as soon as possible.

Thanks again.

Scott A. Hajost

Senior Environmental Policy Adviser  
National Whistleblower Center

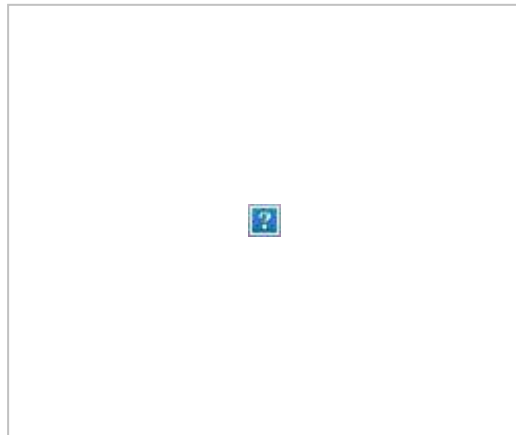
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**From:** IUCN Members <[membership@iucn-crm.org](mailto:membership@iucn-crm.org)>

**Sent:** Tuesday, November 8, 2022 10:39 AM

**To:** Scott Hajost <[sh@whistleblowers.org](mailto:sh@whistleblowers.org)>

**Subject:** IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023



**To:** *IUCN Members*

**CC:** *National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit*

**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#); [NICK Sabrina](#); [IMBSEN Louise](#)  
**Subject:** FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023  
**Date:** 28 November 2022 11:34:32  
**Attachments:** [c108\\_3\\_1\\_draft\\_iucn\\_work\\_plan\\_and\\_budget\\_2023\\_2\\_QLF.pdf](#)

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**From:** Brent Mitchell <bmittchell@qlf.org>  
**Sent:** lundi, 28 novembre 2022 04:36  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Cc:** Elizabeth Alling <ealling@qlf.org>; AL MUBARAK Razan <razan.almubarak@iucn.org>; Susan Lieberman <slieberman@wcs.org>  
**Subject:** Re: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

Dear Director General and IUCN Council,

Thank you for the opportunity to comment on the draft work plan and budget for 2023. From QLF please find (significant) questions and notes in the attached, best viewed in Adobe Acrobat.

Regards,

Brent Mitchell

On Nov 8, 2022, at 10:37 AM, IUCN Members <[membership@iucn-crm.org](mailto:membership@iucn-crm.org)> wrote:





108<sup>th</sup> Meeting of the IUCN Council, Part I (virtual)

29 November 2022

## 2023 Work Plan and Budget

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Origin: Director General

### REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

## Table of Contents

Part I. 2023 Workplan .....	3
Introduction.....	3
1. Membership Engagement.....	3
1.1. Membership.....	3
1.2. Contribution for Nature Platform .....	5
2. Secretariat work with Commissions .....	6
2.1. Commissions Support Unit.....	6
2.2. Joint Commission- Secretariat Programme work.....	6
2.3. Commission on Ecosystem Management.....	8
2.4. World Commission on Protected Areas .....	8
2.5. Species Survival Commission.....	9
2.6. Commission Education and Communication .....	9
2.7. World Commission on Environmental Law .....	9
2.8. Commission on Environmental, Economic & Social Policy .....	10
2.9. Climate Crisis Commission .....	10
3. Resolutions.....	10
4. State of the project portfolio .....	12
4.1. Overview .....	12
4.2. Donors .....	13
4.3. Project typology.....	14
4.4. Programme Areas .....	16
4.5. Sustainable Development Goals.....	17
5. IUCN Programme Portfolio and risks management.....	18
Part II. 2023 Budget.....	20
1. Introduction.....	20
2. Budget summary .....	22
2.1. Union budget .....	22
2.2. Programme budget .....	24
3. Implementation of the Financial Plan 2021-2024.....	26
4. Analysis of the 2023 budget by organisational structure .....	26
5. Risks inherent in the 2023 budget .....	29
Annex 1: Executive summary on risks associated to a potential stagflation .....	31

## Part I. 2023 Workplan

### 1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. 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 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

### 2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial 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 are at the very core of the Union's vision and mission.

#### 2.1. Membership

To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

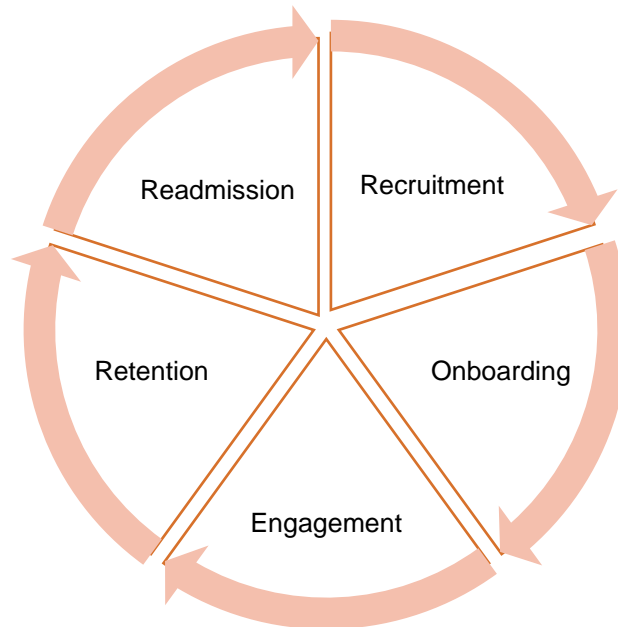
The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.



In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure 1: Membership lifecycle



- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
  - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefitted from membership; and
  - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
  - As per Council Decision C107/10, the priority in 2023 will be to build and run a ~~digital member zone~~ digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, and Secretariat staff. The launch is planned for March 2023.
  - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
    - A new Member digital magazine
    - A revamped Union Digest newsletter
    - Member webinars and the ability for Members, Commissions members and Committees to run their own Webinars via the digital member zone
    - Strengthen campaigns to mobilise Members on an IUCN-led position papers
    - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
    - Updates on World Conservation Congress Resolutions
    - Capacity building courses for Members (free and discounted)

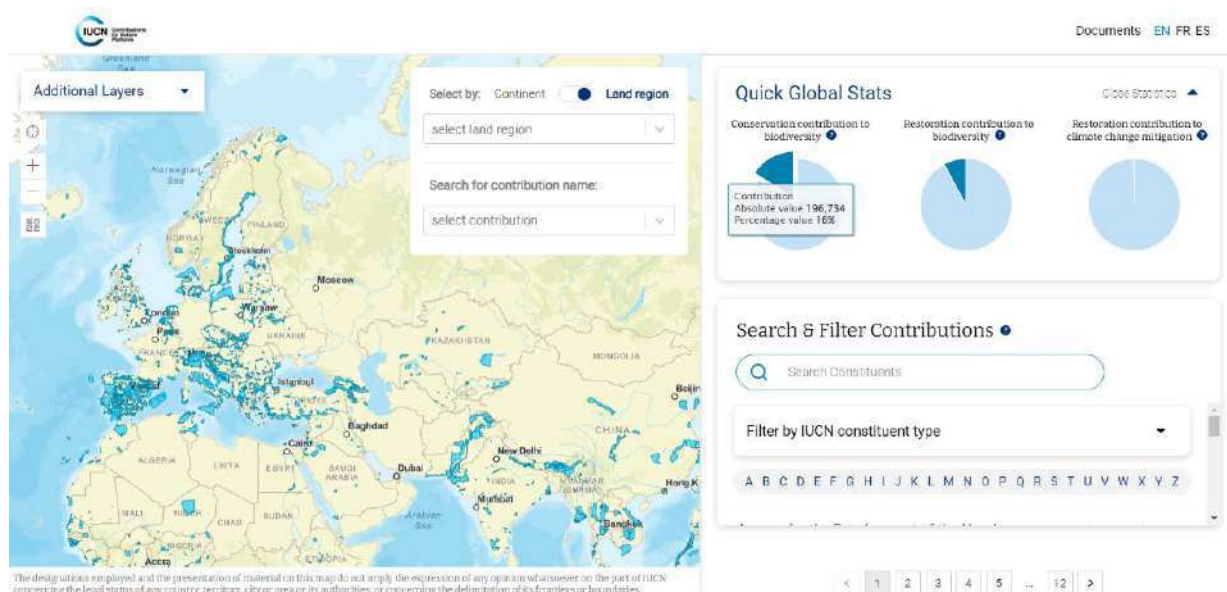
- Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
  - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
  - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
    - An annual Member satisfaction survey
    - Exit interviews with Members that leave
    - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

## 2.2. Contribution for Nature Platform

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contribution for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5-year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g, Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.



The platform can be accessed on the [IUCN website](#). We've set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contribution for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

### 3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

#### 3.1. Commissions Support Unit

The Commission Support Unit will ~~continue to support the work of the Commissions~~ by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress and 26 October 2022, ~~13,368 scientific experts~~ have joined the Commissions. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.
- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the ~~alignment~~ between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's ~~website~~. In 2023, the unit will work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

#### 3.2. Joint Commission- Secretariat Programme work

##### Recurring DG-Commission Chairs meetings

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

##### Engagement architecture

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the ~~Protected Areas Team~~), it was agreed to introduce a strategic level Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of

the Commissions and ensure issues are dealt with at senior management level. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

### Joint scalable initiatives

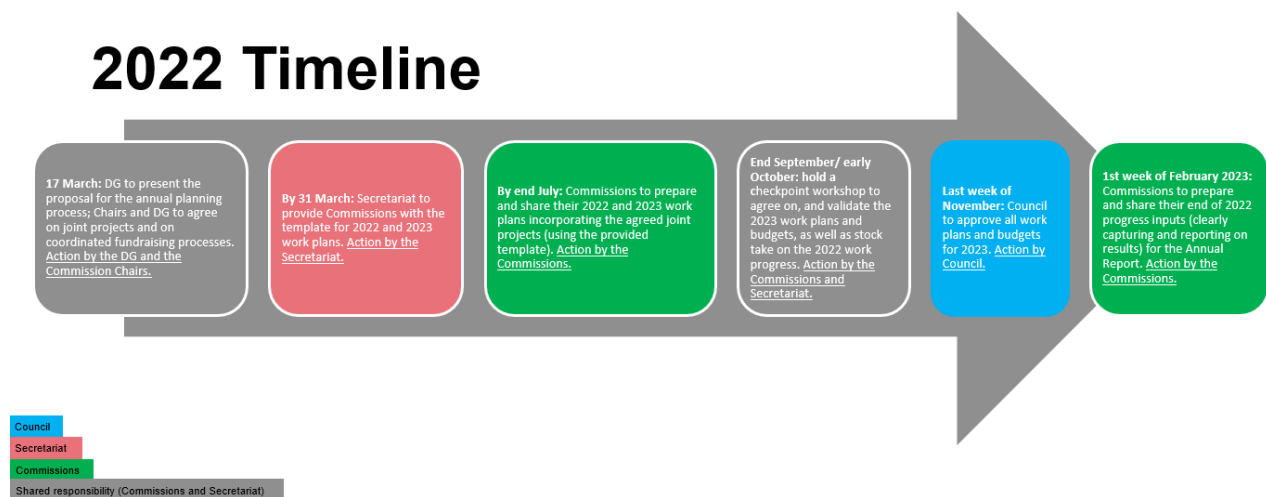
The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems
	Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas
World Commission on Environmental Law	Rights of Nature (see also Resolution section below)
	Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

### Aligning the planning and budgeting processes of the Secretariat and Commissions

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN constituencies. Figure 2 below provides a high-level summary of the agreed process.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

### 3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together. All three are in alignment with IUCN's impact targets.

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide government to prioritise restoration at national or sub national level.

### 3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue its strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two park congresses that took place in 2022 and the IMPAC5 that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023.

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;
- Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas; and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

### 3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships. The work of the Commission is organised around species conservation cycle: Assess, Plan, Act. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. This is an area of work that has great growth potential and includes activities such as distribution of print and digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) national reports, media articles, among others.

Finally, the **Red List on Threatened Species**<sup>TM</sup> fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around [Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species](#). These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

### 3.6. Commission Education and Communication

In 2023, **#NatureforAll** will remain the initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

### 3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the Right of Nature project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on

plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the IUCN Environmental Law Centre in Bonn, in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), ocean law (UNCLOS).

### 3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of *"advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet"* through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

### 3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be ironed out in Q1 of 2023.

As the work progresses, and following the upcoming millstone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023.

## 4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN constituency. It is important to note that some Resolutions call for action from multiple constituencies.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are core to the Union’s DNA. It is imperative they are implemented effectively to ensure the Union’s work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning to all current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the Marielle Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is ~~conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.~~

As per the Strategic Planning and Reporting Framework found in the [Council Handbook \(Annex 2\)](#), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

Some Resolutions can and are being subsidised through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN’s portfolio which pursues a holistic programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

~~This is not, however, the case for the majority of the Resolutions.~~ The estimated level of effort for some of the ~~central~~ Union Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation.

**Example of a Resolution funded by the project portfolio: [WCC 2020 Res 007: Developing agroecological practices as nature-based solutions](#)**

The estimated cost of implementation for this Resolution is CHF1.4m. The required funds have already been raised from the French Development Agency (AFD), IKEA Foundation and Pernod-Ricard; and this effort has now become part of our project portfolio. The study on agroecological approaches as nature-based solutions is underway, in partnership with the UN Food and Agriculture Organisation (FAO). As part of the study, in 2023 we will be working on developing specific case-studies to analyse the approach to integrating NbS into agricultural practices.

Part of the funds are also allocated to developing agroecological projects in 6 countries: India, Vietnam, Rwanda, Tanzania, Burkina-Faso and Guatemala.

Many Resolutions from past Congresses remain under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN’s decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst ~~subsidising~~ all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General’s Office, Communications, Commissions Operating Funds, Finance and IT amongst other).



In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

## 5. State of the project portfolio

### 5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, ~~the value of the project portfolio will continue its upward trend compared to previous years,~~ increasing from CHF 824m to CHF 925m (see Figure 3 below). 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 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

Figure 3: Project Portfolio Value

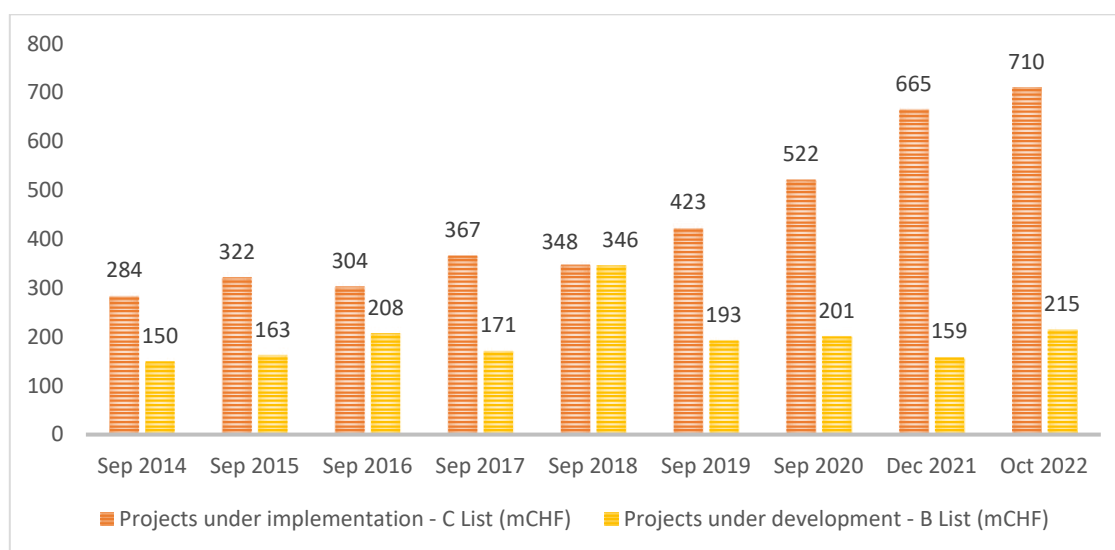


Table 1: Basic portfolio information for C and B List projects 2022-2023

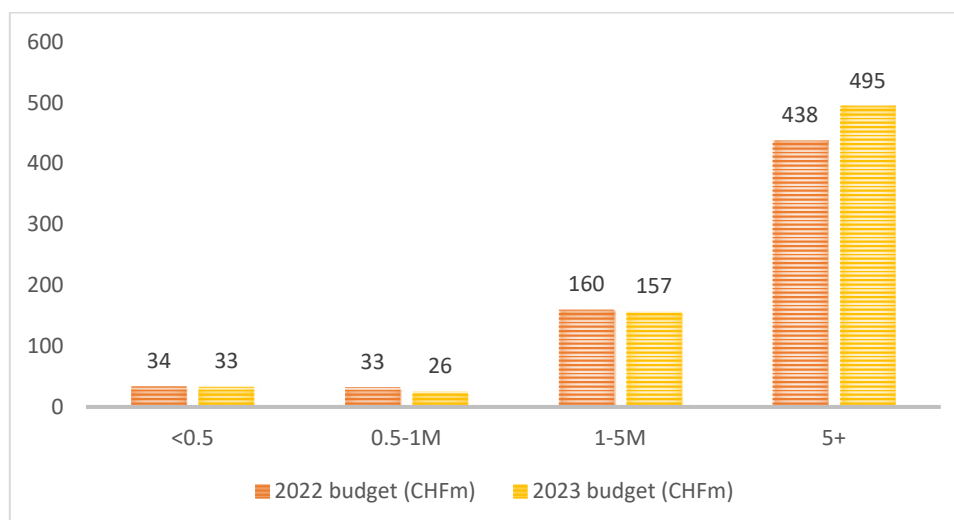
	C List <sup>1</sup>		B List <sup>2</sup>	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

<sup>1</sup> Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

<sup>2</sup> Based on annual budget data for B List projects, only restricted funding.

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN's ability in securing funding for large scale projects.

**Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)**



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (**Error! Reference source not found.**4). Of the 2023 budget, two third (66.1%) are allocated at the national level, while the last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

**Table 2: 2023 Budget by location for C List and B List factored-in projects**

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
<b>TOTAL</b>	<b>136.9</b>	<b>100%</b>

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 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 organisation globally.

**Table 3: Portfolio value and share for C List projects 2022-2023**

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%
Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
<b>Total</b>	<b>665</b>	<b>100%</b>	<b>710</b>	<b>100%</b>

In 2023, three quarters (75%) 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 Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF)) which together fund 45% of the total C List budget for 2023.

**Table 4: Top 2023 donors - C List**

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission <sup>3</sup>	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development <sup>4</sup>	USAID	4.9
United Nations Environment Programme <sup>5</sup>	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme <sup>6</sup>	UNDP	2.6
The Royal Commission for AIUla	-	1.9

### 5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

#### **Definitions**

Executing role: IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.<sup>7</sup>

- o Grant making – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global

<sup>3</sup> Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

<sup>4</sup> Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

<sup>5</sup> Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

<sup>6</sup> Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

<sup>7</sup> Grant-making is one of the key delivery mechanisms as an executing role.

Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

**Implementing role:** IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing fund to executing partners.

**Service level agreement:** Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

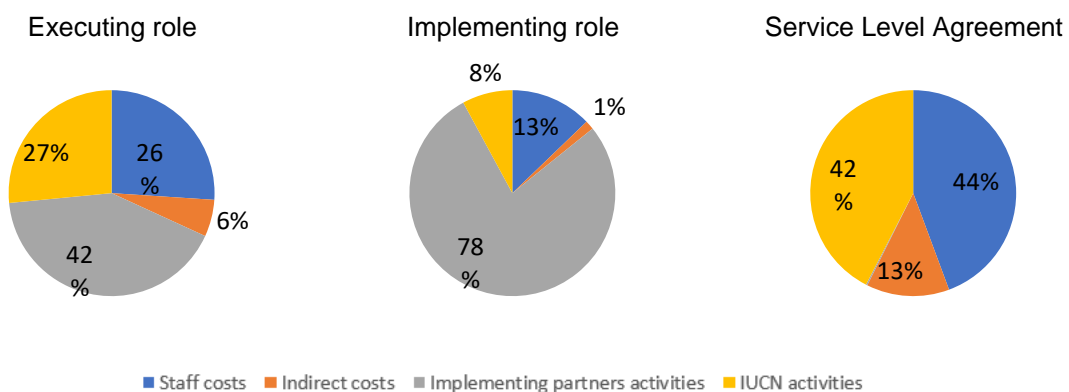
**Portfolio distribution by project type**

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

**Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
<b>C</b>	<b>25.9</b>	<b>5.3</b>	<b>62.2</b>	<b>24.4</b>	<b>117.8</b>
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
<b>B</b>	<b>6.2</b>	<b>1.3</b>	<b>6.0</b>	<b>5.6</b>	<b>19.1</b>
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
<b>Grand Total</b>	<b>32.2</b>	<b>6.5</b>	<b>68.2</b>	<b>30.1</b>	<b>136.9</b>

The following figures show 2023 budget allocations per expense type and project type for C projects:



The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to

successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

#### 5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the “Sharm el Sheikh Partnership for Nature-based Solutions” with IUCN. The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN's Regional offices, collaboration with Commissions and beyond.

In 2023, there are also a number of international events which will help us strengthen IUCN's work around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

**Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)**

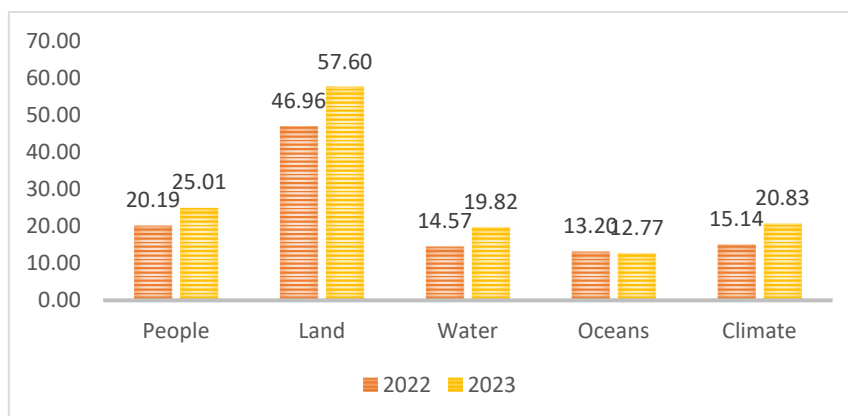


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets.

**Table 6:2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)**

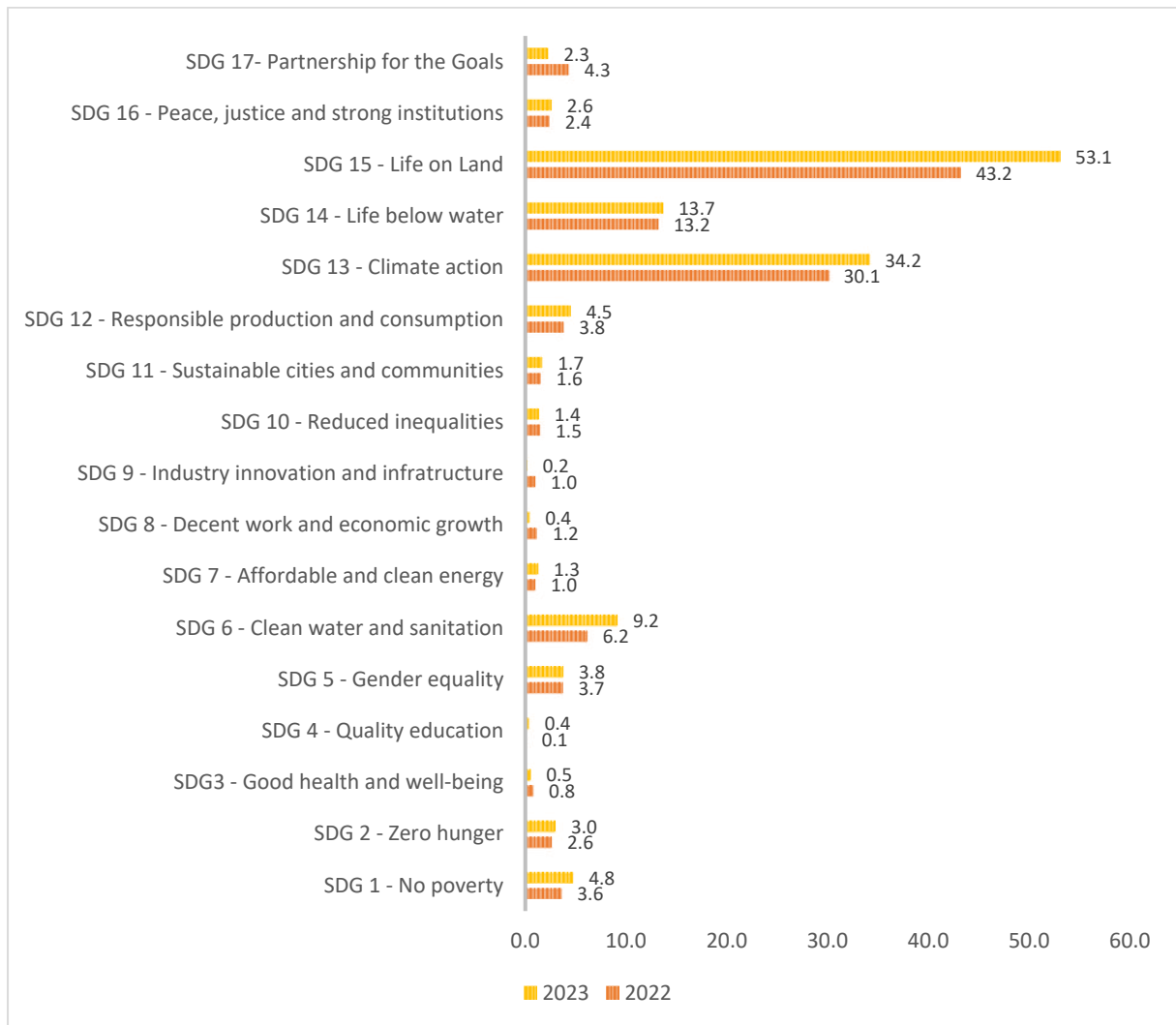
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		1.10	1%
TOTAL		137.13	100%

## 5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget<sup>8</sup>. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

<sup>8</sup> Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



## 6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> <li>- Geopolitical events in Eastern Europe</li> <li>- Global economic trends</li> </ul>	<ul style="list-style-type: none"> <li>i) Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>ii) Increase value proposition on unrestricted to attract more funding</li> <li>iii) Focus on high quality project outputs and “tell the story” better, by using hard data, to secure funding</li> <li>iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>v) Regular interactions with IUCN's key donors on their funding priorities and foreseen shifts/cuts</li> <li>vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.</li> </ul>
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <ul style="list-style-type: none"> <li>- Un-balanced mix of projects</li> <li>- approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Pipeline structure review</li> <li>ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy</li> <li>iii) Analysis to rebalance portfolio growth</li> <li>iv) Stronger accountability in performance and financial results</li> </ul>
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <ul style="list-style-type: none"> <li>- Limited monitoring capacity and tools</li> <li>- Gaps in internal skills and training capacity for portfolio management</li> <li>- Gaps in implementing partners screening</li> <li>- Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs)</li> <li>- Poor portfolio design</li> </ul>	<ul style="list-style-type: none"> <li>i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio</li> <li>ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management</li> <li>iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance)</li> <li>iv) Rigorous due diligence process for partners</li> </ul>
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> <li>- Selection of downstream partners and capacity assessment gaps</li> <li>- Current economic trends</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Rigorous due diligence process for partners</li> <li>ii) To embed partners strengthening components at project design</li> <li>iii) Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>iv) Analyse, and if required, revise and update financial reporting</li> </ul>

Given the world’s economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.



## Part II. 2023 Budget

### 1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

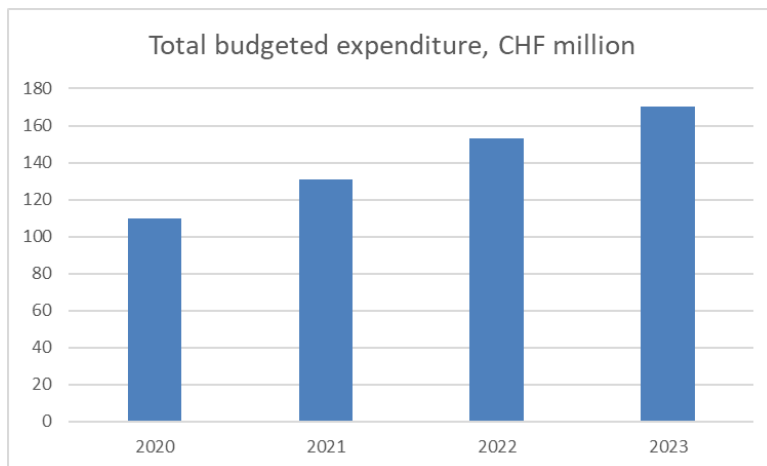
#### Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

Figure 7: Total budgeted expenditure, CHF million



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation, operational efficiency and organisational effectiveness.

#### Overall financial situation

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. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the Union part of IUCN's budget is challenging and can only currently be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

**Figure 8: Income trends, CHF million**

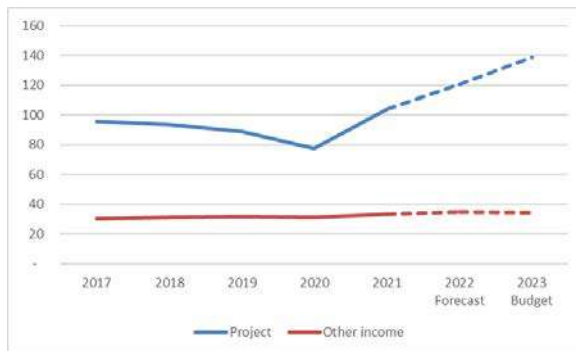
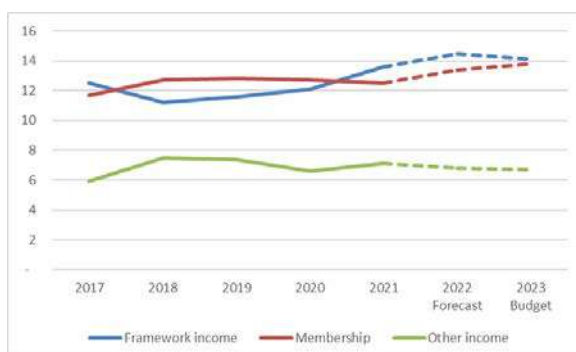


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

**Figure 9: Other income trends, CHF million**



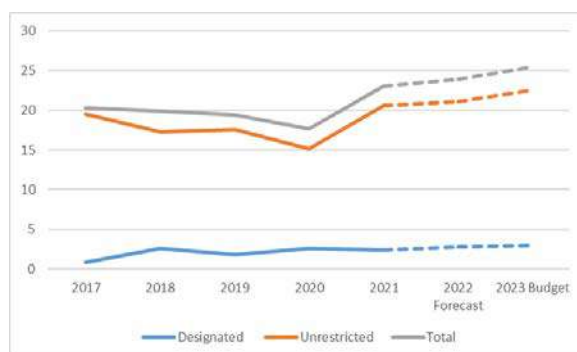
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

### **Reserves**

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

**Figure 10: IUCN reserves, CHF million**



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 its reserves to support higher levels of risk.

## 2. Budget summary

Table 7 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
<b>Income</b>						
<b>Union income</b>						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
<b>Total Union income</b>	<b>14.3</b>	<b>14.3</b>	<b>15.1</b>	<b>-</b>	<b>15.1</b>	<b>16.0</b>
<b>Programme</b>						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
<b>Total programme income</b>	<b>122.4</b>	<b>136.3</b>		<b>156.9</b>	<b>156.9</b>	<b>137.7</b>
<b>Total income</b>	<b>136.7</b>	<b>150.6</b>	<b>15.1</b>	<b>156.9</b>	<b>172.0</b>	<b>153.7</b>
<b>Expenditure</b>						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
<b>Total operating costs</b>	<b>66.9</b>	<b>68.7</b>	<b>16.2</b>	<b>55.0</b>	<b>71.2</b>	<b>74.1</b>
<b>Project activities</b>						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
<b>Total project activities</b>	<b>64.5</b>	<b>78.1</b>	<b>-</b>	<b>98.4</b>	<b>98.4</b>	<b>78.6</b>
<b>Other costs</b>						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6	0.3	-	0.3	-
<b>Total expenditure</b>	<b>131.1</b>	<b>149.3</b>	<b>17.0</b>	<b>153.4</b>	<b>170.4</b>	<b>152.7</b>
<b>Operating result</b>	<b>5.6</b>	<b>1.3</b>	<b>(1.9)</b>	<b>3.5</b>	<b>1.6</b>	<b>1.0</b>
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
<b>Surplus/(deficit)</b>	<b>4.6</b>	<b>1.2</b>	<b>(2.0)</b>	<b>3.4</b>	<b>1.4</b>	<b>1.0</b>

### 2.1. Union budget

#### a) Summary

The Union budget covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership and Commission support (HQ and regional levels)
- Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another core activity of the Union is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

~~The cost for developing and maintaining the knowledge products~~ are also not included in the Union part of the budget yet. The numbers still need to be consolidated.

## **b) Income**

**Membership dues** are budgeted at CHF 12.7m. This is based on the membership as at September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

**Other income** is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Union budget, the balance is allocated to the programme budget.

## **c) Expenditure**

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

Expenditure outside the usual staff costs and activities to maintain and support the union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2).

#### d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 8.

**Table 8: Reserve transfers**

	2021	2022	2023	2023	2023
CHF m	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
<b>Total</b>	<b>(1.1)</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

## 2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

#### a) Income

**Framework income** is budgeted at CHF 14.1m. 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 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed.

**Project income** comprises donor income for specific projects. The amount budgeted is CHF 138.5m. 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 2022 forecast (CHF 117m). 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. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

#### b) Expenditure

**Staff costs** are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

**Other operating costs** are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.

### c) Project activities

**IUCN project activities** are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

**Implementing partner activities** are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

### d) Total project expenditure

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. 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 funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

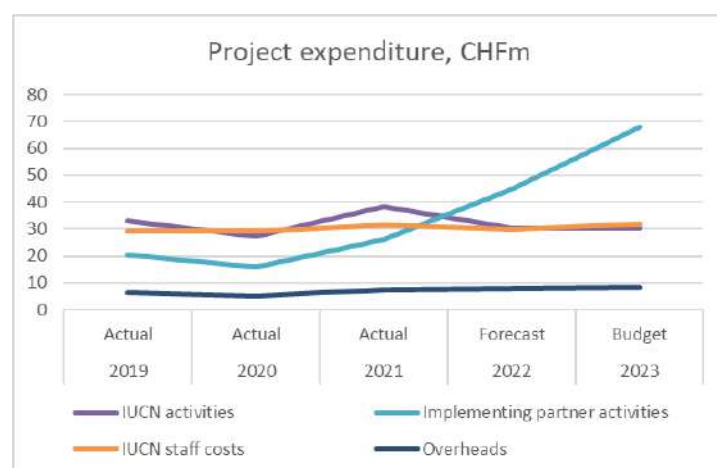


Table 9 provides the value of the project expenditure components for the years 2021 to 2023

Table 9: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
<b>Total project expenditure</b>	<b>103.7</b>	<b>112.6</b>	<b>138.5</b>	<b>108.9</b>

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

### e) Programme investments

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3<sup>rd</sup> year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

### 3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

**Table 10: Progress against Financial Plan targets**

Target	Target value	Period	2023 progress
Increase membership dues	10%	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Increase of 7% in aggregate compared to 2022 budget Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery.  (The target value in the Financial Plan was erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

### 4. Analysis of the 2023 budget by organisational structure

Table 11 below presents the 2023 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 partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

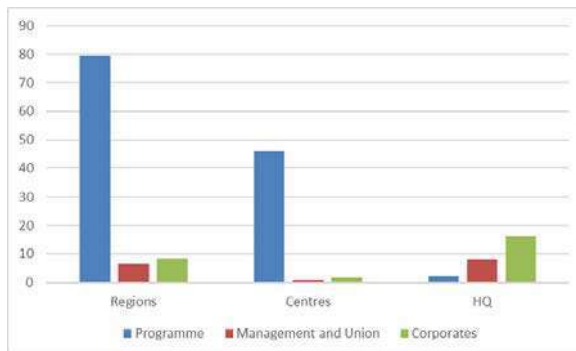
Table 11: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
<b>Regional programmes</b>									
<b>Expenditure</b>									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
<b>Total expenditure</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>Centres</b>									
<b>Expenditure</b>									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
<b>Total expenditure</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>Headquarters</b>									
<b>Expenditure</b>									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
<b>Total expenditure</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.5</b>	<b>-</b>	<b>26.6</b>	<b>100%</b>	<b>24.5</b>	<b>100%</b>
<b>Provisions</b>									
<b>Expenditure</b>									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
<b>Total expenditure</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>100%</b>	<b>-</b>	<b>-</b>
<b>Total</b>									
<b>Expenditure</b>									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	18%
<b>Total expenditure</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.



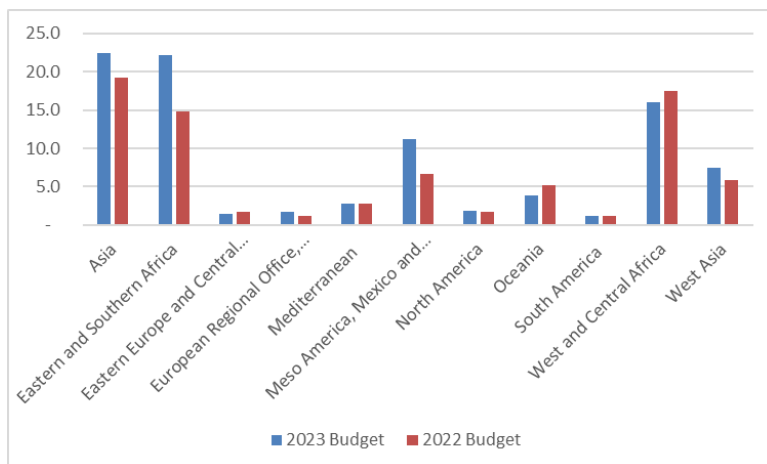
**Figure 12: Analysis of 2022 budget by organisational group and function**



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

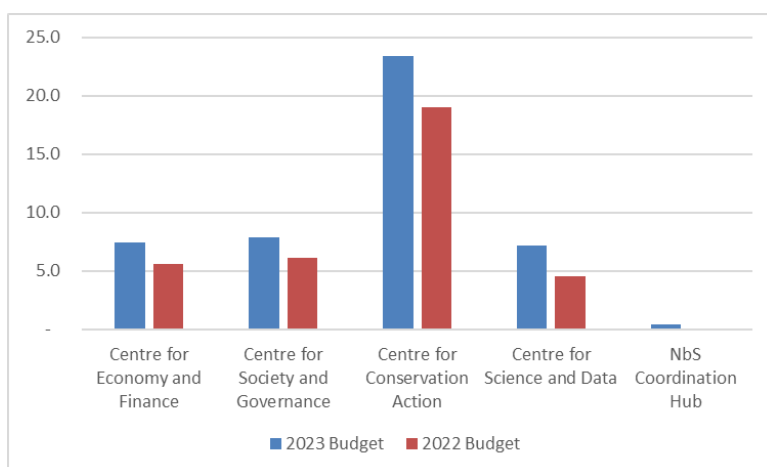
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

**Figure 13: Regional programmes: total budgeted expenditure**



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 14: Centres: total budgeted expenditure**



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

## 5. Risks inherent in the 2023 budget

The main risks for 2023 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

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 other income sources.

**Risk response:** All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### 2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents 14% of total budgeted expenditure.

**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, including staffing implications.

**Risk Level:** Medium

**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 reason. 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 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

**Risk Level:** Low

**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. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss

franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

**Risk response:** The risk of exchange losses on framework contracts 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 in place 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:** Medium

**Risk Owner:** Chief Finance Officer

## **5. Investment losses**

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

**Risk response:** The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

**Risk Level:** Low

**Risk Owner:** Chief Finance Officer

## Annex 1: Executive summary on risks associated to a potential stagflation

### Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

### Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

### Preliminary identification and potential mitigations

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
<b>Risk:</b> Organisational and operational support and portfolio operations are becoming more complex	<ul style="list-style-type: none"> <li>• Slower economic growth</li> <li>• Higher inflation</li> <li>• Financial stress in some emerging market and developing economies where we execute projects</li> <li>• Size of the portfolio has grown over the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of donor contract decline</li> <li>• Issues for budget reallocation</li> <li>• Unable to deliver full scope of projects</li> <li>• Operational delays</li> <li>• Cost of living crisis and famine leading to social unrest and shift in priorities</li> <li>• Increase inherent risk due to the size of the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast the impact of inflation on projects' budget</li> <li>• Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>• Request additional funds/work with donor to adapt project budget where impacts are expected</li> <li>• Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management</li> </ul>
<b>Risk:</b> Donor may redefine their funding strategy towards IUCN due to economic trends	<ul style="list-style-type: none"> <li>• GDP is projected to shrink.</li> <li>• Sharp tightening of monetary policy in advanced economies</li> </ul>	<ul style="list-style-type: none"> <li>• IUCN's portfolio at risk</li> <li>• Stabilisation/reduction on unrestricted and/or restricted funding sources</li> <li>• IUCN struggles to fund its core budget</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>• Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding)</li> <li>• Focus on high quality project outputs and "tell the story" better to secure funding</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
			<ul style="list-style-type: none"> <li>• Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>• Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts</li> <li>• Ensure application of IUCN budget architecture and overhead policy as well as project costing tool</li> <li>• Diversify funding (i.e. strategically target those industry with less hit)</li> </ul>
<b>Risk:</b> Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> <li>• Slow European economic growth compared to Switzerland</li> <li>• Attraction of CHF as a safe haven currency</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in EUR, GBP, and Scandinavian currencies against the CHF</li> <li>• Reduction in CHF value of framework funds</li> </ul>	<ul style="list-style-type: none"> <li>• Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts</li> <li>• Assess options to hedge 2023 framework contributions</li> </ul>
<b>Risk:</b> IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> <li>• Higher inflation</li> <li>• Employment continuity is uncertain</li> <li>• Job market volatility</li> <li>• Salaries scales do not reflect the actual market</li> </ul>	<ul style="list-style-type: none"> <li>• Staff may claim higher wages</li> <li>• Challenges in retaining staff</li> <li>• Challenges in attracting new talent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cost of labour monitoring and cost of labour adjustment policy.</li> <li>• Implement hazard pay policy for specific national contexts.</li> <li>• Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)</li> </ul>
<b>Risk:</b> Membership dues payment default	<ul style="list-style-type: none"> <li>• Economic instability and budget cuts by countries and their agencies</li> <li>• Reduction in financial resources of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in funding, leading to reduction in flexibility and inability to meet objectives.</li> <li>• Reduction in financial resources of NGO members</li> <li>• Members leave IUCN</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out membership strategy</li> <li>• Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.)</li> <li>• Manage discussion with the WG on membership dues, GCC and FAC to be</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
		<ul style="list-style-type: none"> <li>Financial loss may prevent IUCN to invest in new initiative to support the membership</li> </ul>	<ul style="list-style-type: none"> <li>clear on the consequences of any action related to membership dues</li> <li>Better forecast membership due income (i.e. potential survey)</li> </ul>
<p><b>Risk/Opportunity:</b> <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> <li>Delicate task to find the right policy mix that will bring inflation down without triggering a recession</li> <li>Influence negatively or accelerate positively the green recovery agenda.</li> <li>Increased focus on food security</li> </ul>	<ul style="list-style-type: none"> <li>Programme does not respond to donor needs (threat)</li> <li>Higher demand on IUCN services (opportunity)</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant)</li> <li>Maintain strong dialogue with State Members and donors on green agenda</li> <li>Ensure policy and portfolio is aligned with topics of focus were possible</li> </ul>



**From:** [IUCN Membership](#)  
**To:** [DE WEVER Luc](#)  
**Cc:** [STEWART Jain](#); [DAVIS Michael](#); [OUELLET-DROUIN Antoine](#)  
**Subject:** FW: Comments on Draft IUCN Programme and Work Plan - 108th Council Meeting Agenda item 3  
**Date:** 28 November 2022 13:26:25  
**Importance:** High

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**From:** Robinson, Prof. Nicholas A. <nrobinson@law.pace.edu>  
**Sent:** jeudi, 17 novembre 2022 18:48  
**To:** IUCN Membership <MEMBERSHIP@iucn.org>  
**Cc:** Tafur, Prof. Victor M. <vtafur@law.pace.edu>; 'reinhard.krapp@gmx.de' (reinhard.krapp@gmx.de) <reinhard.krapp@gmx.de>; Eckard Rehbinder <Rehbinder@jur.uni-frankfurt.de>; MONTSERRAT CASTELOS <mabad@der-pu.uc3m.es>; BENJAMIN Antonio (private) <ahbenja@gmail.com>; VOIGT Christina <christina.voigt@jus.uio.no>; ROBINSON Nick <NRobinson@law.pace.edu>; Malcolm Forster (mjcf40@me.com) <mjcf40@me.com>; +DGO <director.general@iucn.org>; FRIEDLI CELA Sandrine <Sandrine.Friedli@iucn.org>  
**Subject:** Comments on Draft IUCN Programme and Work Plan - 108th Council Meeting Agenda item 3  
**Importance:** High

TO: The President and Council of IUCN  
 Via the Director-General, Dr. Bruno Oberle

FROM: The International Council of Environmental law (IUCN Member IN/352)  
 Via The ICEL Executive Governor

RE: Budget Allocation for the Joint IUCN/ICEL Environmental Law Library in Bonn

Dear President and Members of Council,

The International Council of Environmental Law (ICEL) submits this request for your consideration under Agenda Item 3 for the 108<sup>th</sup> Meeting of the IUCN Council, pursuant to Council's request for comments on the draft Programme and Budget. Thank you for requesting and considering the views of IUCN Members.

ICEL, together with the IUCN's Environmental Law Programme, established the Law & Policy environmental law library in Bonn in 1969. See Barbara J. Lausche, [Weaving A Web of Environmental Law](#), pp. 234-137, paras. 38-44, (2008, on line at <https://portals.iucn.org/library/node/9235> and at <https://www.cipra.org/en/publications/3396> ). This IUCN/ICEL environmental law resource is today an historic archive of how environmental law began in the 1960s and advanced with IUCN's leadership into the early 21<sup>st</sup> century. The references were used by ICEL and IUCN and others to create the database known today as **Eco-Lex**, and also to research and prepare drafts of legal instruments like the UN World CHARTER FOR NATURE or the Convention on Biological Diversity. Today the Library is a unique paper "hard



copy” archive. Most contemporary environmental law research is done on-line. IUCN’s Environmental Law Centre has not staffed the librarian for the Library for several years, and use of the Library is difficult. It is fair to say IUCN’s Environmental law Programme is not maintaining the Library, in violation of its agreements with ICEL. IUCN’s environmental law secretariat rarely, if ever, uses the library today.

ICEL has proposed to the IUCN Director General that IUCN transfer the Library to ICEL, so that it could be scanned and made available globally on-line, at no cost to IUCN. IUCN has not been able to respond substantively to this proposal, which is under study.

If Council wishes to maintain the library, then ICEL respectfully requests that Council allocate funds to refund and restaff the currently vacant Librarian secretariat position to properly maintain this Library in Bonn. This would restore IUCN to being in compliance with its agreements with ICEL. The deferred maintenance of the Library could be undertaken. Alternatively, Council can request that the Director-General to accept ICEL’s proposal to scan and digitalize the hard copy content of the Library and place it on line (again, at no cost to IUCN), in accordance with proposals to do so from ICEL in collaboration with the *Superior Tribunal de Justicia* of Brazil, which has the capacity to do the scanning and posting on line. Accepting ICEL’s proposal would have the advantage to IUCN of also releasing much of 2 floors of space in the IUCN Offices in Bonn, Germany, for other uses. ICEL and IUCN, via the Director-General, would enter into appropriate agreements to effectuate this proposal. ICEL has re-iterated its request to IUCN at its Governing Board meeting on Oslo, Norway, on 7 October 2022.

ICEL thanks the President and Council of IUCN for their diligent work on behalf of the Union. ICEL, founded in 1969, is one of IUCN’s oldest members and partners, and looks forward to continuing to make the ICEL/IUCN Environmental Law Library resources accessible to all members of IUCN and internationally, through this ICEL proposal. ICEL appreciates your careful consideration of this request.

With all best wishes for your deliberations.

Most sincerely,

*Nicholas A. Robinson*

Executive Governor, ICEL  
Secretariat, Pascal Madoz Institute  
Universidad Carlos III de Madrid  
28903 Getafe, Madrid, Spain

**Process for the implementation of WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”**  
**(<https://portals.iucn.org/library/node/49795>)**

This document should be read in conjunction with the Terms of Reference of the different bodies engaged in the discussion and drafting of the policy, see Annex.

### **IUCN Council Programme and Policy Committee Res 123 Working Group**

The Programme and Policy Committee of the IUCN Council has established a Working Group to ensure delivery of the draft “IUCN policy on synthetic biology in relation to nature conservation”, for consideration for adoption by the 2025 IUCN World Conservation Congress, according to the mandate provided in IUCN Resolution WCC 2020 Res 123. This working group will track the implementation of the process described in this document and make recommendations to the IUCN Council on the actions required. The Terms of Reference of this group are included in the Annex.

### **Inclusive process**

A team of Trainers, supported by the Secretariat and with oversight from the IUCN Council; Programme and Policy Committee Res 123 Working Group will develop a briefing document, in order to explain to a broad range of IUCN Members and their respective memberships what synthetic biology is, and why its implications for nature conservation require an inclusive debate. This briefing should recall the process on the topics so far within the context of IUCN, and draw extensively from the IUCN report “Genetic Frontiers in Conservation” (<https://portals.iucn.org/library/node/48409>).

### Discussions among IUCN structures

IUCN Council will invite IUCN National, Regional and Interregional Committees, Regional Conservation Fora, and Commissions to carry out inclusive discussions among their constituencies on the development of an IUCN policy on synthetic biology, as per Annex I of [WCC-2020-Res-123](#). These inclusive discussions should aim at engaging a diverse constituency across regions, gender, age and knowledge systems.

This inclusive process should include, where possible, identification of questions about areas in which there are significant uncertainties and unknowns, as well as, where possible, participatory and anticipatory technology assessment, including community-led foresight and participatory action research.

To facilitate this inclusive process, a team of Facilitators will produce a brief guidance document with recommendations about achieving inclusive and participatory engagement across the constituency, how to cover the topics mentioned in the resolution, and a template to receive appropriate reporting of discussions and summaries of the collected inputs. These reports will be inputs into the drafting and deliberation process of the policy.

### Citizens’ Assembly

One of the elements in the inclusive discussion process will be the establishment of a Citizens' Assembly to ensure a voice for the "silent majority" of the IUCN Membership that is not necessarily yet familiar and has not typically been engaged in the topic of synthetic biology.

A minimum of 16 IUCN Member institutions will be randomly selected (using an algorithm for which the code is publicly available), using a stratification across a) the Union's eight statutory regions, to ensure balanced geographic participation, and b) IUCN's two voting houses: governments (including States, Government Agencies, and Sub-National Governments), and civil society organisations (including Indigenous Peoples' Organisations, National Non-Governmental Organisations, and International National Non-Governmental Organisations), ensuring half of the institutions are from governments and half from civil society organisations.

The randomly selected Member institutions will be asked to put forward two different individual nominees to serve in the Citizens' Assembly, with consideration for contributing to the overall diversity of the group, especially considering gender, youth and ethnicity. One individual per organisation will be selected by the IUCN Council Programme and Policy Res 123 Working Group, to maximize diversity in the overall group. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

The Citizens' Assembly will be first convened to participate in a training, responsive to needs expressed by members of the Citizens' Assembly, so that participants share a common understanding on the topic of synthetic biology and its interactions with and implications for nature conservation, as well as on the process to develop an IUCN policy. Training materials will also be made available across the IUCN constituency, to support the inclusive process overall.

A second convening of the Citizens' Assembly will be held to deliberate and produce a summary and recommendations to be taken into consideration by the Policy Development Working Group in the drafting of the IUCN policy. Further convening may be undertaken in-person or electronically as needed.

### Trainers and Facilitators

The Trainers and Facilitators of the Citizens' Assembly would be selected from among respected scientific institutions (e.g. national academies of natural and social science), through the IUCN procurement process, to ensure transparency, as well as minimising any actual or perceived conflicts of interest over the topic.

### **Appointment of the Policy Development Working Group**

The Policy Development Working Group will be in charge of drafting the "IUCN policy on synthetic biology in relation to nature conservation", its terms of reference are included in the Annex.

IUCN Council will send out a call for nominations to all IUCN Members and Commission members, with sufficient information about the process and terms of reference for this group. The call for nominations will be open for at least one month. The call for nominations will request brief information on the nominees, specifically contact information, brief biography, expertise on the topic, region of origin, gender, age, ethnicity, as well as their CV, statement of interest and confirmation of willingness to serve in a personal capacity, commitment to the time dedication required, willingness to engage in a respectful and inclusive way to the different perspectives on the topic and declaration of any potential conflicts of interest. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any working group members requiring this.

The call for nominations will also request that nominees state if they would be willing to be considered for the position of Chair or Co-Chair of the Working Group, including the terms of reference for this/these position(s).

The IUCN President will appoint a preliminary list of sixteen participants for the Working Group (using criteria in Res 123), including a Chair or Co-Chairs, and send out to IUCN Members the list of names and brief biographies. IUCN Members will have one month to send feedback to the IUCN President about its overall composition.

The IUCN President will appoint and announce the final list of participants of the Working Group and its Chair or Co-Chairs no more than two months after the deadline to receive feedback from IUCN Members.

### **Drafting and review of the policy**

The drafting of the policy will be led by the Policy Development Working Group, taking into account the inputs from the inclusive discussion process, especially the reports from the discussions carried out by the different IUCN structures, and the deliberations and recommendations from the Citizens' Assembly, as well as the guiding criteria listed in Res 123, and the IUCN report Genetic Frontiers in Conservation: Assessment of Synthetic Biology and Biodiversity Conservation, as well as on other relevant sources of information.

The drafting and review process to be followed is described in Res 123. The Policy Development Working Group will meet in person three times, to prepare the first, second and third drafts of the policy, as well as will also work online via email and virtual meetings. In person meetings will have the support of the professional Facilitators hired and mentioned above.

The first and second drafts will be open to receive comments by IUCN Members during at least one month each. The third draft of the IUCN policy on synthetic biology will be submitted to the IUCN Council, which will transmit it, through a motion, to the 2025 IUCN World Conservation Congress for debate and potential adoption by IUCN Members.

### **Conflict resolution**

If unconstructive conflicts should arise among participants of this process that halt progress in the inclusive discussions and drafting of the policy, IUCN Council will mediate to seek a resolution, having the capacity to remove and replace the parties involved if necessary.

### **Resources required to implement this process**

The implementation of Res 123 following the process described in this document is conditioned by the availability of resources to cover costs such as travel, contracts for the Facilitators and Trainers, honoraria of participants of the Citizens' Assembly, Secretariat staff time dedication, document production and communication, among others.

IUCN Secretariat is commissioned to fundraise to cover these costs from philanthropic organisations and governments minimising any actual or perceived conflicts of interest over the topic.

**Terms of Reference for bodies involved in implementation of WCC 2020 Res 123  
“Towards development of an IUCN policy on synthetic biology in relation to nature  
conservation” (<https://portals.iucn.org/library/node/49795>)**

This document provides Terms of Reference for the seven different bodies involved in implementation of IUCN Resolution WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”, namely, i) IUCN Council Programme and Policy Committee Res 123 Working Group members, ii) Policy Development Working Group members, iii) Policy development working group chair/co-chairs, iv) Citizens’ assembly members, v) Trainers, vi) Facilitators, vii) IUCN Secretariat support.

This document should be read in conjunction with the Process for the implementation of WCC 2020 Res 123.

**IUCN Council Programme and Policy Committee Res 123 Working Group members**

**Composition:** Three members appointed by the IUCN Council Programme and Policy Committee – Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane.

**Objective:** Ensure delivery of the draft “IUCN policy on synthetic biology in relation to nature conservation”, for consideration for adoption by the 2025 IUCN World Conservation Congress, according to the mandate provided in IUCN Resolution WCC 2020 Res 123.

**Specific roles:** 1) Comment and sign off on proposal for resource mobilisation in support of implementation of IUCN Resolution WCC 2020 Res 123; 2) Provide oversight regarding the procedures and timeline for implementation of IUCN Resolution WCC 2020 Res 123 as well as on the roles and articulation of the different bodies engaged in the process; 3) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council and IUCN President herself, specifically, on the appointment of nominees to the Policy Development Working Group, further to operative clause 2 of IUCN Resolution WCC 2020 Res 123; 4) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council itself on the drafting and participatory discussion and review process for the policy, further to operative clause 1 and 3 of IUCN Resolution WCC 2020 Res 123; 5) Provide assurance as to the stratified random selection of IUCN Members for participation in the citizens’ assembly; 6) Provide advice for the selection of the Trainers and Facilitators; 7) Provide an observer to the meetings of the Policy Development Working Group and of the citizens’ assembly; 8) Lead the development and submission of a Council motion to transmit the draft “IUCN policy on synthetic biology in relation to nature conservation” for consideration for adoption by the 2025 IUCN World Conservation Congress; 9) Support deliberation of draft “IUCN policy on synthetic biology in relation to nature conservation” at 2025 IUCN World Conservation Congress.

**Mode of operation:** 1) Regular 1-hr meeting (once / week); 2) Address ongoing issues by email as needed.

**Policy Development Working Group members**

**Composition:** Sixteen members, appointed in a balanced way by the IUCN President on the basis of the process established in operative clause 2 of IUCN Resolution WCC 2020 Res 123. It is anticipated that Policy Development Working Group members are likely, although not required, to have relevant expertise or interest in synthetic biology. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering

translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

**Objective:** Draft the "IUCN policy on synthetic biology in relation to nature conservation".

**Specific roles:** 1) Produce the first draft of the "IUCN policy on synthetic biology in relation to nature conservation", drawing on, inter alia, the recommendations and deliberations of the citizens' assembly, summary reports from other elements of the inclusive discussion processes carried out by the different IUCN structures, the guiding criteria listed in Annex section II and previous IUCN Resolutions, and the IUCN report "Genetic Frontiers in Conservation" (<https://portals.iucn.org/library/node/48409>); 2) Produce a second draft of the IUCN policy, taking into account the comments received from the IUCN constituency on the first draft, and document how each comment was addressed; 3) Produce a third draft of the IUCN policy, taking into account the comments received from the IUCN constituency on the second draft, and document how each comment was addressed; 4) Serve as resource people for the deliberations of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

**Mode of operation:** 1) Three in-person meetings, to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to comments on first and second drafts; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

### **Policy Development Working Group Chair/Co-chairs**

**Composition:** One or two individuals, selected from among the Policy Development Working Group members by the IUCN President.

**Objective:** To provide leadership to the Policy Development Working Group in the process of drafting the "IUCN policy on synthetic biology in relation to nature conservation".

**Specific roles:** 1) Chair the first, second, and third meetings of the Policy Development Working Group, and any electronic meetings or email discussions of the working group needed; 2) Promote respectful engagement among all members of the Working Group; 3) Participate as observer/s on the inclusive process of the citizen's assembly; 4) Ensure that recommendations and deliberations of the citizen's assembly and inclusive discussions are taken into account into the drafting of the "IUCN policy on synthetic biology in relation to nature conservation".

**Mode of operation:** 1) Three in-person meetings, to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency comments on first and second drafts; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

### **Citizens' assembly members**

**Composition:** A minimum of sixteen individuals selected in a stratified random fashion from across the IUCN Membership, with stratification ensuring regional and gender balance, as well as seeking indigenous and youth engagement, under the assurance of the IUCN Council Programme and Policy Committee Working Group. Citizens' assembly members are not required to have existing expertise and interest in synthetic biology. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

**Objective:** Contribute to the inclusive process by ensuring a voice for the “silent majority” of the IUCN Membership into the process for development of the “IUCN policy on synthetic biology in relation to nature conservation”, as mandated in operative clause 1 of IUCN Resolution WCC 2020 Res 123.

**Specific roles:** 1) Participate in training, responsive to needs expressed by the citizens’ assembly members, to develop a common understanding regarding synthetic biology and its interactions with and implications for nature conservation; 2) Produce reports with recommendations and summary deliberations for the Policy Development Working Group regarding content of the “IUCN policy on synthetic biology in relation to nature conservation”.

**Mode of operation:** 1) At least two in-person meetings, one to participate in training, the second to deliberate and produce recommendations; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress; 4) Receive honoraria to cover opportunity cost of engagement time (on the rationale that citizens’ assembly members are selected at random rather than through nomination).

### **Trainers**

**Composition:** Anticipated to be three individuals, from a respected scientific institution (e.g. national academies of natural and social science), selected through the IUCN procurement process. The same institution may be selected to provide both the training and the facilitation functions (see above), to reduce transaction costs and increase continuity and efficiency of the process.

**Objective:** Provide training to citizens’ assembly on synthetic biology and its interactions with and implications for nature conservation, so that participants share a common understanding as starting point for the discussions.

**Specific roles:** 1) Prepare a briefing addressed at all IUCN Members about what synthetic biology is, and why its implications for nature conservation require an inclusive debate, recalling the process on the topics so far within the context of IUCN; 2) Prepare as necessary training materials (e.g. powerpoints, course handouts, relevant publications, quizzes) for training session of citizens’ assembly, in ways responsive to needs expressed by the citizens’ assembly members; 3) Lead training session of citizens’ assembly.

**Mode of operation:** 1) One in-person meeting for the training session of citizens’ assembly; 2) Preparation time to develop training materials; 3) Address ongoing issues by email as needed.

### **Facilitators**

**Composition:** Anticipated to be three individuals, from a respected scientific institution (e.g. national academies of natural and social science), selected through the IUCN procurement process. The same institution may be selected to provide both the facilitation and the training functions (see above), to reduce transaction costs and increase continuity and efficiency of the process.

**Objective:** Facilitate the meetings of the citizens’ assembly and of the Policy Development Working Group.

**Specific roles:** 1) Produce brief guidance documents on how different components of IUCN can carry out inclusive processes to discuss synthetic biology and collect inputs from discussions and produce summary reports (National, Regional and Interregional Committees, Regional Conservation Fora, Commissions); 2) Facilitate at least one



deliberation meeting of the citizens' assembly to produce recommendations for the Policy Development Working Group regarding content of the IUCN policy; 3) Facilitate the three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency review comments on first and second drafts; 4) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

**Mode of operation:** 1) At least one in-person meeting of the citizens' assembly; 2) Three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency review comments on first and second drafts; 3) Address ongoing issues by email or electronic meetings as needed; 4) Attend the 2025 IUCN World Conservation Congress.

### **IUCN Secretariat support**

**Composition:** IUCN Secretariat support will be drawn from the IUCN International Policy Centre and IUCN Science & Data Centre. Specific staff engaged are anticipated to be the Head of the International Policy Centre, the Senior Scientist & Programme Manager, the Chief Scientist, the Head of the Science & Data Centre, and a Programme Administrator.

**Objective:** Provide scientific, technical, policy, fundraising, and administrative support to all bodies and processes involved, in particular to the IUCN Council Programme and Policy Committee Working Group members, the Policy Development Working Group Chair/Co-chairs, and the Trainers and Facilitators, but also more generally the Policy Development Working Group members and citizens' assembly members.

**Specific roles:** 1) Draft proposal for resource mobilisation in support of implementation of IUCN Resolution WCC 2020 Res 123, incorporate comments from IUCN Council Programme and Policy Committee Working Group members, and fundraise on the basis of this; 2) Support IUCN Council Programme and Policy Committee Working Group members in developing and maintaining the procedures and timeline for implementation of IUCN Resolution WCC 2020 Res 123; 3) Undertake procurement of trainers and facilitators under IUCN procurement process; 4) Organise travel, venues, and logistics for all in-person meetings (two for citizens' assembly; three for Policy Development Working Group), and participate in these; 5) Organise logistics for electronic meetings and document sharing and review as required; 6) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

Note that the IUCN Secretariat will remain neutral on all aspects of synthetic biology until the formal adoption of an IUCN policy on synthetic biology, remaining cognisant as new understanding develops during the process, as mandated in operative clause 4 of IUCN Resolution WCC 2020 Res 123.

Note also that Secretariat support is entirely dependent on external funding.

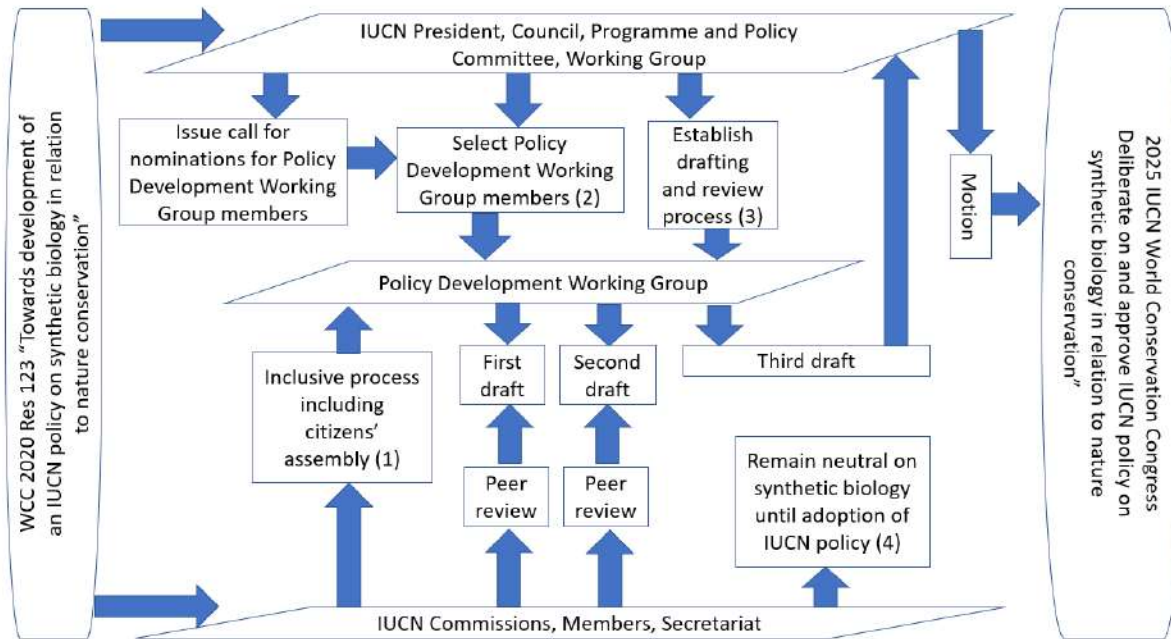
**Mode of operation:** 1) At least five in-person meetings (at least two for citizens' assembly; three for Policy Development Working Group); 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

### **Other active stakeholders**

Res 123 calls IUCN Director General, Commission Chairs and Members to carry out an inclusive and participatory process to inform the development of the policy, particularly

through IUCN National, Regional and Interregional Committees, IUCN Regional Conservation Fora and IUCN Commission processes. IUCN Council Programme and Policy Committee Res 123 Working Group will invite these different structures of IUCN to carry out inclusive discussions among their respective constituencies. Brief guidance documents will be provided to facilitate these discussions and to request consistent brief summary reports for input into the process.

**Process schematic for development of an IUCN policy on synthetic biology in relation to nature conservation.** Numbers relate to operative clauses of IUCN Resolution WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”.



## **Development of an IUCN policy on synthetic biology in relation to nature conservation**

### **Concept proposal**

#### **Executive summary**

There is a critical need to provide soundly-based guidance, policy, and governance for the intersection between nature conservation and synthetic biology, but deeply polarised viewpoints through the conservation community as to the relative risks and opportunities posed by this interface that have so far precluded the establishment of such policies. IUCN, as the world's conservation union of governments and non-governmental and indigenous peoples' organisations, has both the breadth of constituency and the technical expertise to break this deadlock and provide a consensus-driven and authoritative "IUCN policy on synthetic biology in relation to nature conservation" as mandated by IUCN Members at the 2021 World Conservation Congress. This proposal establishes a process to implement word-for-word the full mandate established in this Resolution, complemented by application of additional, novel social science techniques in establishment of citizens' assemblies to help bridge the gap between democracy and expertise for highly contentious and technical issues like synthetic biology. This would draw from among IUCN Members to provide participants to such a citizens' assembly to make recommendations into the process. These recommendations will then serve as a core input into consideration by an IUCN working group, nominated and selected under the authority of IUCN Council, to draft the policy itself. This draft will undergo two rounds of review across the IUCN constituency, before being transmitted to IUCN Council for endorsement as a motion to the 2025 IUCN World Conservation Congress, where IUCN Members will debate the policy for approval.

#### **Background**

Living nature is in crisis. More than 40,000 species are documented in the IUCN Red List as threatened with extinction in the medium-term future (IUCN 2021), with pervasive detrimental consequences for humanity and all life on earth (IPBES 2019). Paradoxically, even as the web of life unravels at the planetary level, the life sciences are undergoing unprecedented growth with the explosion of synthetic biology (Meng & Ellis 2020), which the Convention on Biological Diversity operationally defines as "a further development and new dimension of modern biotechnology that combines science, technology and engineering to facilitate and accelerate the understanding, design, redesign, manufacture and/ or modification of genetic materials, living organisms and biological systems" (SCBD 2022). Applications span fields as diverse as medicine (Kitney et al. 2021), food production (Lv et al. 2021), and security (Trump et al. 2020), with particular attention focused by the award of the 2020 Nobel Prize to Emmanuelle Charpentier and Jennifer Doudna for the development of a method for genome editing, and its subsequent application in the development of COVID-19 vaccines.

With this backdrop, there are many ways in which the fields of nature conservation and of synthetic biology intersect. On the one hand, synthetic biology developments in other fields stand to impose substantial impacts on nature (eg opening of new agricultural frontiers and subsequent ecosystem conversion). On the other hand, the prospect of applications of synthetic biology as a nature conservation tool (eg to remove invasive mosquitoes from islands where they provide vectors for diseases lethal to native species) demand consideration of novel risks and opportunities into conservation decision-making. How should the nature conservation community respond to these new frontiers for policy and governance on how best to manage and interact with synthetic biology?

As the world's conservation union, IUCN is at the forefront of attempts to answer these questions. In 2016, IUCN's Membership of >200 governments and >1,200 non-governmental and indigenous peoples' organisations approved a Resolution (WCC 2016 Res 086;

<https://portals.iucn.org/library/node/46503>) calling for the development of an evidence-based assessment of synthetic biology and nature conservation, published as a synthesis and key messages (IUCN 2019) and a full technical assessment (Redford et al. 2019) of “Genetic Frontiers for Conservation”. Building from this, at the most recent IUCN World Conservation Congress in Marseille in 2021, IUCN Members approved a follow-up Resolution (WCC 2020 Res 123; <https://portals.iucn.org/library/node/49795>) mandating “development of an IUCN policy on synthetic biology in relation to nature conservation”.

Meanwhile, intergovernmental bodies have also been advancing the discussion. The Convention on Biological Diversity has recently published an update to its Technical Series report on “Synthetic Biology” (SCBD 2022), while multilateral environmental agreements such as the Convention on International Trade in Endangered Species and the International Treaty for Plant Genetic Resources for Food and Agriculture have also been examining the issue. However, given the broad divergence in views and perceptions of risk and opportunities around synthetic biology and conservation, it has not yet been possible for any of the intergovernmental mechanisms to establish clear policies on synthetic biology and conservation. The development of an IUCN policy on the subject has the potential to break this deadlock, over and above its value in supporting decision-making from across the IUCN constituency directly.

### **Towards development of an IUCN policy**

In response to these demands, here, we propose a parallel process towards the development of an IUCN policy on synthetic biology in relation to nature conservation, designed to be responsive to the challenges of divergence between opposing perspectives that have stymied discussion of synthetic biology in the conservation arena to date. The proposed process incorporates all of the mechanisms mandated in IUCN Resolution WCC 2020 Res 123 (track 2), supplementing them with modifications to incorporate cutting-edge social science techniques for reducing the gap between democracy and expertise (track 1).

#### ***Track 1: citizens’ assembly***

The field of synthetic biology is highly technical, and those with the clearest understanding of its implications tend to be those involved in it directly. This in turn undermines trust and raises accusations of bias or conflict of interest from some stakeholders. As a result, decision-making processes which select stakeholder engagement based on the greatest engagement and deepest knowledge (eg based on self-nomination) tend to have polarised viewpoints build in from the outset. Rather, what is needed to seek consensus is engagement from the large but silent majority of the conservation community who are not yet deeply aware of or engaged in discussion of the issues.

Recent development of techniques for broader stakeholder engagement in decision-making processes on highly technical issues stand to be transformative in meeting this need. These provide the mechanisms for balanced establishment of “citizens’ assemblies” or “deliberative minipublics”, by fair selection of participants through stratified random approaches to ensure that these participants are representative (eg by geography, institution type, gender, etc) of the public overall (Warren 2021). These citizens’ assemblies are then convened to learn, deliberate, and make recommendations into formal decision-making processes.

While such citizens’ assembly processes are typically organised at the individual level (eg undertaking stratified random selection of participants based on voter registers), we propose a novel extension of these techniques to the institutional level, to select from across the IUCN Membership. This would select IUCN Member institutions at random (using an algorithm for which the code is publicly available), stratified across a) the Union’s eight statutory regions, to ensure balanced geographic participation, and b) IUCN’s two voting houses: governments (including States, Government Agencies, and Sub-National Governments), and civil society organisations (including Indigenous Peoples’ Organisations,

National Non-Governmental Organisations, and International National Non-Governmental Organisations). In filling participant roles, a quota system will then be used to ensure that these comprise equal numbers of women and men. This stratified random selection will be conducted under the guidance of IUCN Council.

Once a citizens' assembly balanced in this way has been established, a training course would be provided to ensure that all participants had equal access to information on the scientific basis, risks, and opportunities at the interface between synthetic biology and nature conservation, responsive to the needs of and setting the basis for facilitated discussion within the citizens' assembly (Deliverable 1). The training would balance in-person with electronic engagement, cognisant of both the costs (carbon emissions; disrupted work-life balance) and benefits (social interaction; enhanced learning) of these, and in particular of lessons learned over the last 2½ years of online work through the COVID-19 pandemic. The trainers and facilitators would be selected from among respected scientific institutions (eg national academies of natural and social science), through the IUCN procurement process, to ensure transparency and avoid any accusations of bias. Training materials would include a briefing document, as mandated by IUCN Resolution WCC 2020 Res 123, to explain what synthetic biology is, why its implications for nature conservation require an inclusive debate, and the process adopted by IUCN on the topics so far. With such training in hand, the citizens' assembly would then be guided by facilitators to make recommendations as to the content of an IUCN policy on synthetic biology in relation to nature conservation, and provide feedback into this as it develops (Deliverable 2). The participants of the citizens' assembly would meet at least twice in person, supported by the facilitators, and also attend the 2025 IUCN World Conservation Congress.

### ***Track 2: working group***

The second track of the process will comprise that directly mandated through IUCN Resolution WCC 2020 Res 123. In parallel with the start of Track 1, this participatory process would begin with a call for nominations from IUCN Council across the IUCN Membership and Commissions, with selection of nominees in a balanced way under the authority of the IUCN President to comprise a working group. The IUCN Council would also establish a drafting and participatory review process, which the working group would implement to develop the IUCN policy (Deliverable 3), building from the recommendations of the citizens' assembly, and drawing from "Genetic Frontiers for Conservation" and other existing documentation as mandated in the Resolution. The working group (with three meetings proposed) would be facilitated by the trainers and an IUCN Council focal point, and would also attend the 2025 IUCN World Conservation Congress. The development of the policy will be informed by ten "guiding criteria" (integrity and diversity of nature; intergenerational equity; gender equity; respect for rights, beliefs and cultures; free, prior and informed consent; inclusion of knowledge holders and right holders; stakeholder and right-holder participation; multiple sources of types of knowledge and expertise; transdisciplinarity, intra-, inter- and multidisciplinary; and multiple values and ethics), again, as specified in WCC 2020 Res 123.

The first draft of the resulting draft IUCN policy would be circulated to all IUCN Members and Commissions for review and comment, with the working group then providing a second draft on the basis of comments received, and documenting how each comment has been addressed (Deliverable 4). This second draft will again be circulated to all IUCN Members and Commissions for review and comment, with the working group in turn providing a third draft and documenting how each comment has been addressed (Deliverable 5). This third draft will then be submitted to IUCN Council for transmission as a motion for debate and adoption by the next (ie 2025) IUCN World Conservation Congress (Deliverable 6).

**Timeline**

<b>Date</b>	<b>Track 1</b>	<b>Track 2</b>
Q1 2023	Stratified random selection of IUCN Members to serve in citizen's assembly	Call for nominations from IUCN Council for working group members
	Request for proposals for trainers; selection of trainers; and development of training materials	
Q2 2023	IUCN citizens' assembly convened in-person and electronically for training (Deliverable 1)	Balanced selection of nominations under the authority of the IUCN President
Q3 2023	IUCN citizens' assembly convened in-person to develop recommendations for "IUCN policy on synthetic biology in relation to nature conservation" (Deliverable 2)	Working group meeting to produce first draft "IUCN policy on synthetic biology in relation to nature conservation" (Deliverable 3)
Q4 2023	Review period for IUCN Members and Commissions to review first draft "IUCN policy on synthetic biology in relation to nature conservation"	
Q4 2023		Working group revise first draft "IUCN policy on synthetic biology in relation to nature conservation" in response to review comments to derive second draft; and produce documentation of how each comment has been addressed (Deliverable 4)
Q1 2024	Review period for IUCN Members and Commissions to review second draft "IUCN policy on synthetic biology in relation to nature conservation"	
Q2 2024		Working group revise second draft "IUCN policy on synthetic biology in relation to nature conservation" in response to review comments to derive third draft; and produce documentation of how each comment has been addressed (Deliverable 5)
Q3 2024		Third draft "IUCN policy on synthetic biology in relation to nature conservation" submitted by working group to IUCN Council
Q3 2024	IUCN Council motion establishing "IUCN policy on synthetic biology in relation to nature conservation" submitted	
Q4 2024	Online debate of motion among IUCN Membership in advance of IUCN World Conservation Congress	
Q1 2025	Motions with broad agreement transmitted to IUCN World Conservation Congress for approval; motions with remaining disagreements transmitted to IUCN World Conservation Congress for debate and vote	
Q3 2025	Debate if necessary, and voting on adoption of "IUCN policy on synthetic biology in relation to nature conservation" at IUCN World Conservation Congress (Deliverable 6)	

## Budget

Building from the approach successfully used in implementation of the 2016 IUCN Resolution WCC 2016 Res 086, IUCN will only seek funding from foundations and governments in supporting the development of the “IUCN policy on synthetic biology in relation to nature conservation”, and not solicit funds from the private sector or from campaigning NGOs, to avoid any risk or perception of conflict of interest.

We anticipate a total budget of \$1,885,240, of which the Gordon & Betty Moore Foundation have already pledged to cover a substantial proportion conditional on support for the balance being provided by one or more public sector institutions.

<b>Deliverable</b>	<b>Budget (\$)</b>
1. Training for Citizens' assembly	363,440
2. Production of recommendations from Citizens' assembly	352,240
3. Production of first draft IUCN policy	264,880
4. Production of second draft IUCN policy and documentation of response to peer review comments on first draft	264,880
5. Production of third draft IUCN policy and documentation of response to peer review comments on second draft	264,880
6. Debate and intended adoption of IUCN policy in 2025 IUCN World Conservation Congress	374,960
<b>Total</b>	<b>1,885,240</b>



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Ms Mandy Leathers  
Department of Conservation  
New Zealand

27 September 2022

**Subject: Request for support to fund Policy development**

Dear Ms Leathers,

As you know, at the IUCN World Conservation Congress in Marseille in September 2021, IUCN Members adopted Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation".

Development of sound guidance and a Union-wide policy on this contentious and highly technical issue will require careful consultation and engagement across constituencies as recognized and foreseen in the Resolution. To ensure that the policy is accurate, credible and authoritative, IUCN plans to fully leverage both its breadth of membership and its depth of expertise to deliver a robust, consultative process. We estimate that approximately \$1.9m will be needed to complete such an approach over the coming four years.

I have established that IUCN should only seek government and foundation support for implementation of this Resolution; we will not seek funding from the private sector or from non-governmental organisations to avoid any risk or perception of conflict of interest. While the Gordon & Betty Moore Foundation have already provided a verbal pledge to support a substantial portion of the budget, we still require additional resources to fully fund the policy's development.

In this light, I invite you to support this process through a pledge from your government, either annually over 3 years or through a one-time contribution. This would represent an important support to delivering this policy, which will help inform broader debate and build bridges between members of the conservation community on this vital topic.

This policy will then be submitted to the IUCN Council and then put forward for debate, deliberation and approval by IUCN Members at the 2025 World Conservation Congress.

You will find attached a proposal outlining the planned work, timeline, and budget. I would welcome any comments or feedback you may have on this, and look forward to your support for this important initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Oberle', written over a horizontal line.

Dr Bruno Oberle  
Director General

## 2.3.1 The 2021 Congress Resolution 123

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

C108 – Virtual 29 November 2022  
(Documents C108/2.3.1/1 and C1083/2)



# Res 123 mandate

## Action required from Council:

2. 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;

3. 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

# Council 107 decisions for Res 123

Proposed plan to address resolution by Council	Timeline for each action	Council focal point
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.	1. C107	Bibiana Sucre
2. Approve the process for developing the IUCN process (proposed by PPC).	2. C108	
3. Send out a call to all IUCN members and Commission members for expressions of interest to join the working group;	3. Q4 2022 (will be early 2023)	

# Council 107 decisions for Res 123

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>

# Implementation so far

- PPC established a working group with: Bibiana Sucre, Hilde Eggermont and Peter Cochrane, with Secretariat Support from Tom Brooks.
- This working group drafted a proposal for the terms of reference of the bodies to be involved in implementing the resolution, as well as for the process to be followed.
- The Secretariat produced a concept note and sent requests for financial support to IUCN government members that cast a vote on the resolution, and to philanthropic foundations.
- These documents were put forward to PPC for consideration, who made a recommendation to Council to approve the terms of reference and the process for implementation, as well as to take note of the request for financial support.

# Processes for implementation

- Inclusive discussion process to provide inputs to the drafting process:
  - Citizens' Assembly: innovative mechanism to give voice to silent majority.
  - Discussions among IUCN structures: led by Commissions, Committees, Regional Fora.
- Process for appointment of policy development working group.
- Process for drafting and review of the policy.
- Implementation pending on availability of resources.



# Bodies for implementation

- PPC Res 123 working group – Tracks the implementation process
- Policy development Working Group (and Chair/s) – Draft the policy (x3)
- Citizens' Assembly – Provide recommendations to the policy drafting
- Trainers – Develop a brief for IUCN constituencies and provide training to Citizens' Assembly
- Facilitators – Moderate discussions of Citizens' Assembly and guide inclusive discussions
- IUCN Secretariat – Provides support to all bodies
- Other active stakeholders (Members, Committees, Commissions) – Promote inclusive discussions

# Draft Decision

(as per PPC recommendation)

*The IUCN Council:*

- 1. Approves the Terms of Reference and Process for implementation of Resolution 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”.*
- 2. Requests Councillors to endorse the request for financial support sent out by the Director General to IUCN government members that cast a vote on Resolution 123 at the World Conservation Congress in Marseille, September 2021, and to philanthropic foundations.*

Thanks!

C108 – Virtual 29 November 2022

## Governance and Constituency Committee (GCC)

6<sup>th</sup> Meeting (virtual), 1 November 2022

### Progress report of the Advisory Group for the Revision of the IUCN Statutes

#### Purpose of this report

1. The purpose of this report is to provide an update on progress of the work of the Advisory Group established pursuant to 2021 Congress Decision 148<sup>1</sup>, enabling the GCC to prepare recommendations, if any, to the IUCN Council.

#### The mandate of the Advisory Group

2. The unanimous view of the Group is that the changes to the Statutes should make the Congress a hybrid event in which all IUCN Members, participating both in person and remotely, should have equal opportunity to exercise the right to speak and vote, particularly during the Members' Assembly.

3. In order to ensure that IUCN is agile at all times and to comply with a requirement of Swiss Law, the Statutes should also make it possible to convene the Congress, or at least the Members' Assembly, in a fully virtual format if extraordinary circumstances justified it, without the Statutes defining further detail.

4. While several aspects discussed by the Group will affect the motions process, the Group preferred not to interfere with the improvements to the motions process which Council's Governance and Constituency Committee will study based on lessons learnt from 2020-21. Instead, the outcomes of both processes should be carefully harmonized.

5. In order to prepare proposals to amend the Statutes ready to submit to an online vote of the IUCN membership in the first Quarter of 2024, the Group approved the timeline for its work attached herewith, including consultation with IUCN Members.

#### Proceedings of the Advisory Group

6. Established by the Council in February 2022, the Group met three times by conference call in the period June through October 2022. The Outcomes documents of these meetings, which include the membership of the group as well as the support team of the Secretariat, can be viewed as [AG1](#), [AG2](#) and [AG3](#). The full documentation considered by the Group can be viewed in the [Union Portal](#).

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<sup>1</sup> 2021 Congress Decision 148 *“requested the Council to prepare draft revisions to the IUCN Statutes and formulate proposals to be presented to Members with a view to enhancing the remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances”* and *“established an ‘Advisory Group for the Revision of the Statutes’, comprising a maximum of eight members to work with Council in this task”*. It further *“charged the Council to communicate proposals for revisions of the Statutes to Members, organise an online discussion and revise the proposals as per the result of these discussions;”* and *“required that each individual proposal be voted on by electronic ballot with the aim of ensuring that the suggested changes are applicable in time to be effective during the preparation of the next World Conservation Congress.”*

7. Following a progress report at Council's 108<sup>th</sup> meeting (January 2023), the Group intends to meet in person in the first quarter of 2023 in order to prepare the amendments to the Statutes taking into account Council's feedback.

8. It would convene again online or, if necessary, in person after the consultation with IUCN Members in order to assess Member feedback and prepare the final proposal for Council's 110<sup>th</sup> meeting in November 2023.

### **The Group's vision on key elements of a hybrid Congress that would require changes in the Statutes**

9. During its 2<sup>nd</sup> and 3<sup>rd</sup> meetings, the Group discussed a series of questions on key elements of a hybrid Congress by way of guidance to those preparing the text of the amendments to the Statutes. The Group's advice has been formulated hereafter in the form of statements on which it will seek feedback from Council and from the IUCN membership.

10. The IUCN Congress remains in principle a physical meeting but in a hybrid format, i.e. with the possibility of remote participation / voting during the Members' Assembly. The decision whether to connect remotely to the hybrid Congress would entirely be at the Members' discretion (including e.g. if Members chose to not to travel in order to avoid the carbon footprint).

11. **The agenda of the hybrid Congress** should remain as we have seen it in the most recent sessions of the Congress, with sittings of the Members' Assembly in the mornings, afternoons and possibly also the evenings (local time of the venue of the Congress) for 3 to 4 days. In order to reduce the length of discussions on selected topics, it should be possible to start the discussion (e.g. in virtual contact groups) on these topics before Congress with the view to preparing an effective discussion, and decision, during Congress.

12. As a way to increase participation given that remote participation in real time will not be sustainable for several time zones, the possibility of "**delayed voting**" which consists of enabling remote participants to cast their vote (online) on a motion within 12 hours from the moment the Chair opens the vote on the motion, should be further examined, in particular its compliance with Swiss Law and its feasibility from a technical systems perspective. While delayed voting would also apply to amendments to motions, points of order would always have to be voted on immediately as the Members' Assembly could not proceed without an immediate vote.

13. In order to spread the time available for discussion and vote, and to ensure that "delayed voting" on all matters is concluded on time, in particular on the last day of the Members' Assembly, the possibility of **holding the Members' Assembly before the Forum**, followed by a short session of the Members' Assembly after the Forum, should be further examined.

14. All **Contact Groups should be held online** as in 2021, with the possibility of starting them from one week prior to the Opening of Congress, and holding less Contact Group meetings in parallel.

15. **Elections will be held fully online** during the Congress, as in 2021, with all Members voting online through one and the same voting system.

16. The option of **voting by proxy** should be maintained during a hybrid Congress provided it is given for the entire duration of the Congress. However, the process should be improved, e.g. to solve logistical issues of Members voting for several proxies, to assist Members comply with the proxy giver's voting instructions and to address the desirability of Members voting *en bloc* for a number of other Members (block-voting). Voting by proxy would not be allowed for elections if held fully online.

17. There is no need to change the existing procedure for **motions on urgent and new topics** in a hybrid Congress.

18. There is no need to change existing rules for **Congress Committees** in which participants present in person as well as individuals connect remotely may participate.

### **Next steps**

19. The Chair will present a short progress report to Council on 29 November 2022, with discussion to be held during the 108<sup>th</sup> Council meeting to be held from 17 to 19 January 2023 in Abu Dhabi.

20. With Council's approval, the Advisory Group wishes to consult the IUCN membership on some of the key aspects agreed so far by the Advisory Group, with an online tool in the period December 2022-January 2023 in order for the results to be available by the time of the Council meeting. One option to do so would be to invite Members to respond online whether they "Agree" or "Not agree" (and explain why not) with the statements made above in paragraphs 2 and 3, and 11 through 17.



27<sup>th</sup> October 2022

**For the attention of IUCN Council via IUCN Councillors elected from the Regions (West Europe)**  
**Hilde Eggermont**  
**Maud Lelievre**  
**Sonia Castañeda**

**IUCN National Committee for the United Kingdom – comments on IUCN’s response to the war in Ukraine**

Dear IUCN Council Members,

At the 98<sup>th</sup> meeting of the Executive Committee of the IUCN National Committee UK (NCUK) on the 25<sup>th</sup> July 2022, it was agreed that a letter of concern should be written to the IUCN Council expressing the Executive Committee’s considerable disappointment in the manner in which the Council has responded to and communicated on the crisis arising from the war in Ukraine, particularly with regard to the consequent negative environmental impacts arising from it and how that should be dealt with internationally.

The IUCN statement on this matter, issued on 16<sup>th</sup> March 2022, in our view was very weak and did not convey the sentiments that were expressed by some Member representatives to the Council and the President. Furthermore, failing to discuss this grave situation with urgency at the 107<sup>th</sup> IUCN Council meeting on 18-19<sup>th</sup> May 2022 due to a reported lack of time, and deferring discussion to a meeting of the Bureau on 29<sup>th</sup> June 2022, which resulted in no change to the strength of the IUCN position statement on this matter, is considered by the NCUK Executive Committee to be an inadequate and unsatisfactory response.

The considerable delay in hearing any substantive update, and a lack of clarity on any further position and action of Council (and IUCN more broadly) has made it extremely difficult for our Executive Committee to agree on the best way to react to the crisis as representative Members of IUCN, and to decide how to contribute something meaningful to address the impact of the invasion of Ukraine on nature conservation. This lack of clarity has impacted on our ability to correspond directly with the IUCN Council and the Secretariat in a focussed and timely manner.

The NCUK Executive Committee welcomes the approval of the Bureau in support of the proposal by the Steering Committee of the Interregional Committee for Europe, North and Central Asia (ICENCA) for an IUCN mission to Ukraine to assess environmental damages and provision of assistance with a rehabilitation plan. We therefore urge swift action by the Secretariat on the situation analysis deemed required before further progress can be made.

Given that the environmental impacts of the war are continuing to increase with far reaching consequences in Ukraine, in adjacent countries and beyond, we believe it is critical that IUCN continues to raise the importance of resolving these issues, including through the use of its Observer status in international organisations, where appropriate.

We also urge IUCN to work strenuously towards improving the outcomes for peace and nature through

- the various (existing and in-development) international agreements with objectives on the protection of the natural environment in areas of conflict,
- dealing with the issues set out in the 2021 IUCN publication 'Conflict and conservation', and
- the IUCN World Commission of Environmental Law working closely with the United Nations International Law Commission to strengthen international law on these matters, and its resulting implementation and enforcement.

We trust our observations will be given due consideration and acted upon accordingly.

Yours sincerely, and on behalf of the IUCN NCUK Executive Committee,

A handwritten signature in black ink that reads "Stephen Grady". The signature is written in a cursive style with a long horizontal stroke at the end.

Stephen Grady  
Chair, IUCN National Committee UK

A handwritten signature in blue ink that reads "Chris Mahon". The signature is written in a cursive style with a long horizontal stroke at the end.

Chris Mahon  
CEO, IUCN National Committee UK





108<sup>th</sup> Meeting of the IUCN Council, Part I (virtual)

29 November 2022

## 2023 Work Plan and Budget

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Origin: Director General

### REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

## Table of Contents

Part I. 2023 Workplan .....	3
Introduction.....	3
1. Membership Engagement.....	3
1.1. Membership.....	3
1.2. Contribution for Nature Platform .....	5
2. Secretariat work with Commissions .....	6
2.1. Commissions Support Unit.....	6
2.2. Joint Commission- Secretariat Programme work.....	6
2.3. Commission on Ecosystem Management.....	8
2.4. World Commission on Protected Areas .....	8
2.5. Species Survival Commission.....	9
2.6. Commission Education and Communication .....	9
2.7. World Commission on Environmental Law .....	9
2.8. Commission on Environmental, Economic & Social Policy .....	10
2.9. Climate Crisis Commission .....	10
3. Resolutions.....	10
4. State of the project portfolio .....	12
4.1. Overview .....	12
4.2. Donors .....	13
4.3. Project typology.....	14
4.4. Programme Areas .....	16
4.5. Sustainable Development Goals.....	17
5. IUCN Programme Portfolio and risks management.....	18
Part II. 2023 Budget.....	20
1. Introduction.....	20
2. Budget summary .....	22
2.1. Union budget .....	22
2.2. Programme budget .....	24
3. Implementation of the Financial Plan 2021-2024.....	26
4. Analysis of the 2023 budget by organisational structure .....	26
5. Risks inherent in the 2023 budget .....	29
Annex 1: Executive summary on risks associated to a potential stagflation .....	31

## Part I. 2023 Workplan

### 1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. 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 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

### 2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial 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 are at the very core of the Union's vision and mission.

#### 2.1. Membership

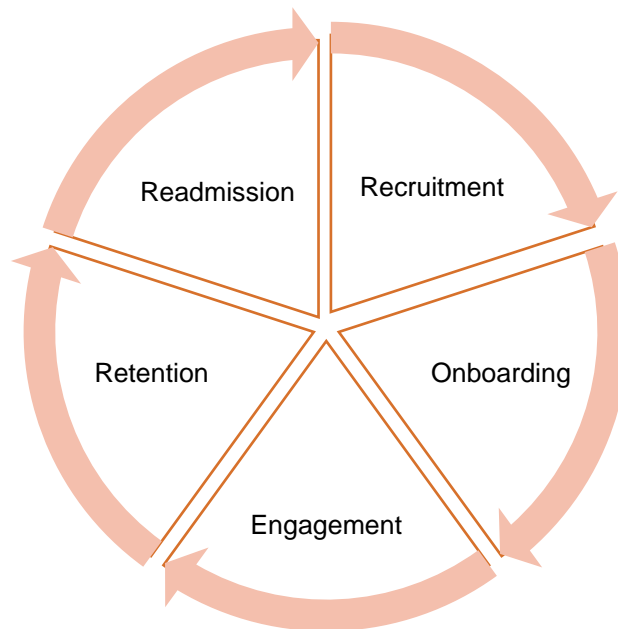
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.

In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure 1: Membership lifecycle



- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
  - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefitted from membership; and
  - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
  - As per Council Decision C107/10, the priority in 2023 will be to build and run a digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, and Secretariat staff. The launch is planned for March 2023.
  - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
    - A new Member digital magazine
    - A revamped Union Digest newsletter
    - Member webinars and the ability for Members, Commissions members and Committees to run their own Webinars via the digital member zone
    - Strengthen campaigns to mobilise Members on an IUCN-led position papers
    - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
    - Updates on World Conservation Congress Resolutions
    - Capacity building courses for Members (free and discounted)

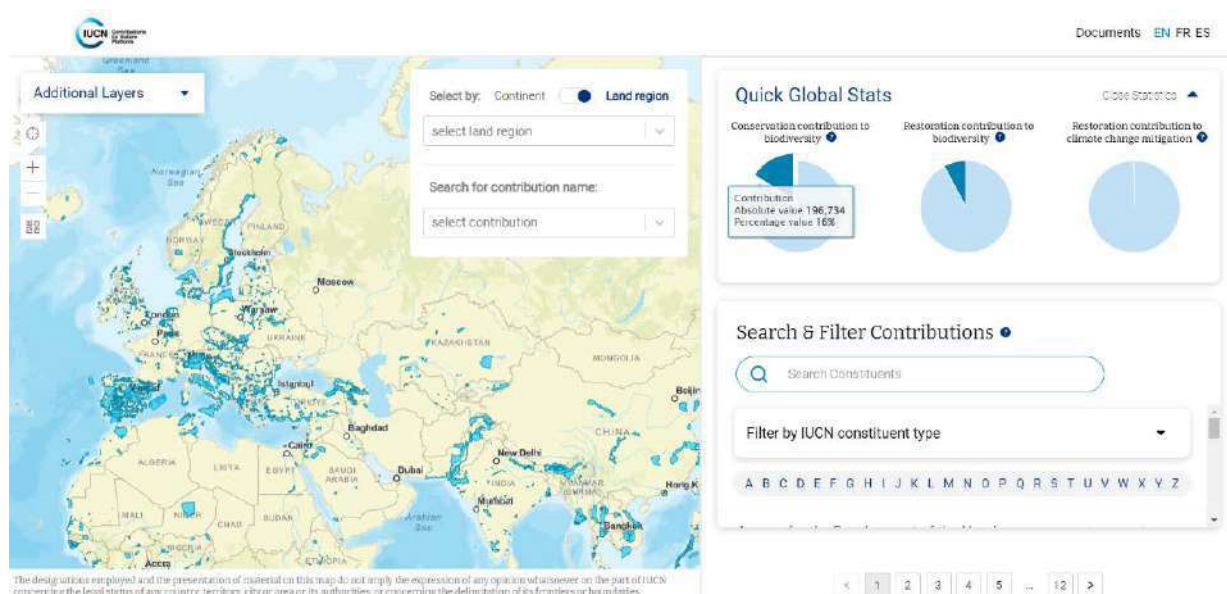
- Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
  - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
  - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
    - An annual Member satisfaction survey
    - Exit interviews with Members that leave
    - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

## 2.2. Contribution for Nature Platform

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contribution for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5-year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g, Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.



The platform can be accessed on the [IUCN website](#). We've set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contribution for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

### 3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

#### 3.1. Commissions Support Unit

The Commission Support Unit will continue to support the work of the Commissions by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress and 26 October 2022, 13,368 scientific experts have joined the Commissions. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.
- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the alignment between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's website. In 2023, the unit will work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

#### 3.2. Joint Commission- Secretariat Programme work

##### **Recurring DG-Commission Chairs meetings**

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

##### **Engagement architecture**

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the Protected Areas Team), it was agreed to introduce a strategic level Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of

the Commissions and ensure issues are dealt with at senior management level. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

### Joint scalable initiatives

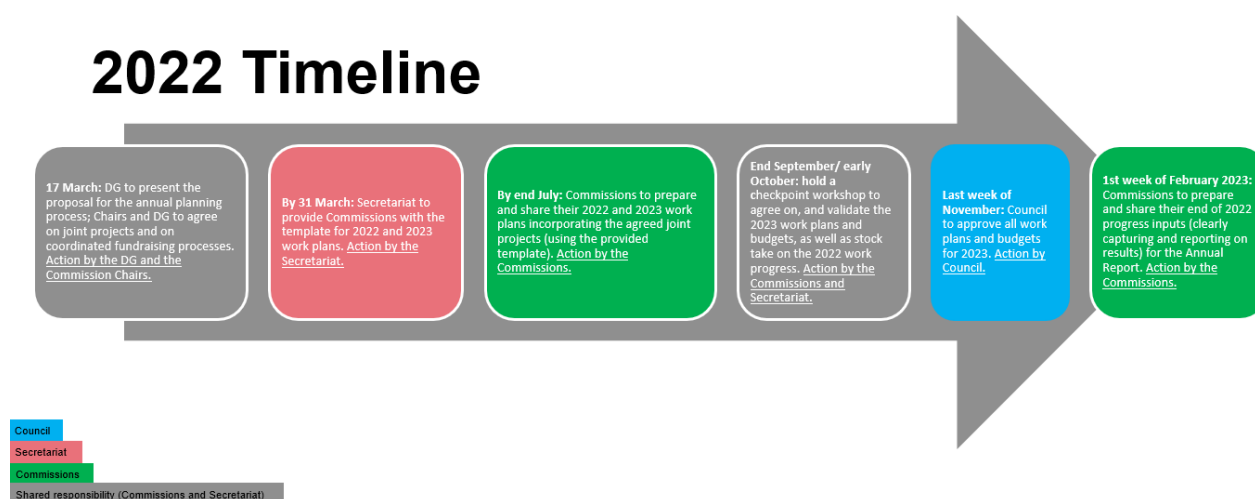
The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems
	Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas
World Commission on Environmental Law	Rights of Nature (see also Resolution section below)
	Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

### Aligning the planning and budgeting processes of the Secretariat and Commissions

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN constituencies. Figure 2 below provides a high-level summary of the agreed process.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

### 3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together. All three are in alignment with IUCN's impact targets.

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide government to prioritise restoration at national or sub national level.

### 3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue its strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two park congresses that took place in 2022 and the IMPAC5 that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023.

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;
- Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas; and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.



### 3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships. The work of the Commission is organised around species conservation cycle: Assess, Plan, Act. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. This is an area of work that has great growth potential and includes activities such as distribution of print and digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) national reports, media articles, among others.

Finally, the **Red List on Threatened Species**<sup>TM</sup> fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around [Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species](#). These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

### 3.6. Commission Education and Communication

In 2023, **#NatureforAll** will remain the initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

### 3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the Right of Nature project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on

plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the IUCN Environmental Law Centre in Bonn, in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), ocean law (UNCLOS).

### 3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of *"advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet"* through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

### 3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be ironed out in Q1 of 2023.

As the work progresses, and following the upcoming millstone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023.

## 4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN constituency. It is important to note that some Resolutions call for action from multiple constituencies.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are core to the Union’s DNA. It is imperative they are implemented effectively to ensure the Union’s work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning to all current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the Marielle Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.

As per the Strategic Planning and Reporting Framework found in the [Council Handbook \(Annex 2\)](#), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

Some Resolutions can and are being subsidised through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN’s portfolio which pursues a holistic programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the central Union Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation.

**Example of a Resolution funded by the project portfolio: [WCC 2020 Res 007: Developing agroecological practices as nature-based solutions](#)**

The estimated cost of implementation for this Resolution is CHF1.4m. The required funds have already been raised from the French Development Agency (AFD), IKEA Foundation and Pernod-Ricard; and this effort has now become part of our project portfolio. The study on agroecological approaches as nature-based solutions is underway, in partnership with the UN Food and Agriculture Organisation (FAO). As part of the study, in 2023 we will be working on developing specific case-studies to analyse the approach to integrating NbS into agricultural practices.

Part of the funds are also allocated to developing agroecological projects in 6 countries: India, Vietnam, Rwanda, Tanzania, Burkina-Faso and Guatemala.

Many Resolutions from past Congresses remain under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN’s decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst subsidising all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General’s Office, Communications, Commissions Operating Funds, Finance and IT amongst other).

In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

## 5. State of the project portfolio

### 5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, the value of the project portfolio will continue its upward trend compared to previous years increasing from CHF 824m to CHF 925m (see Figure 3 below). 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 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

Figure 3: Project Portfolio Value

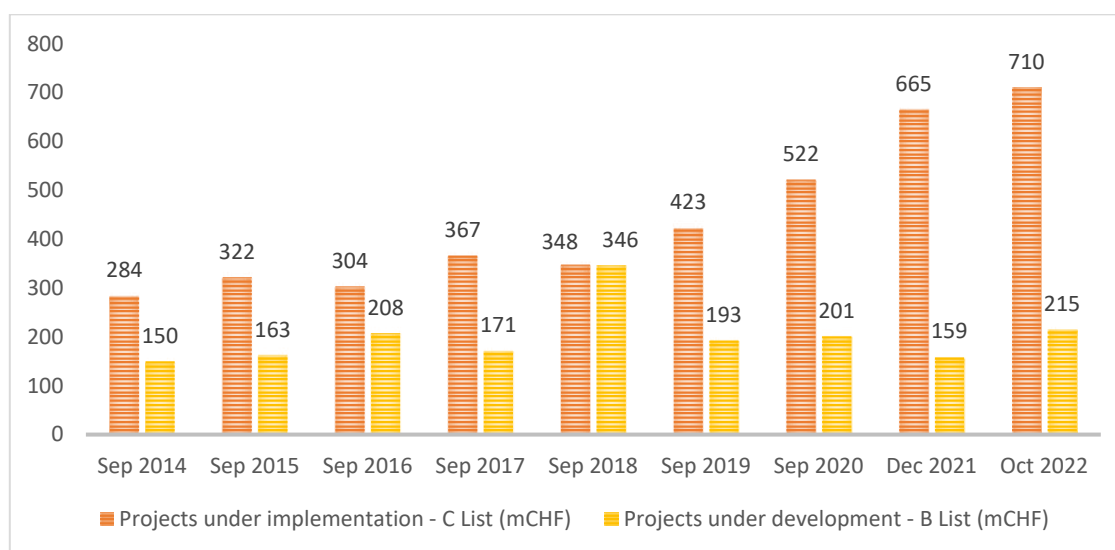


Table 1: Basic portfolio information for C and B List projects 2022-2023

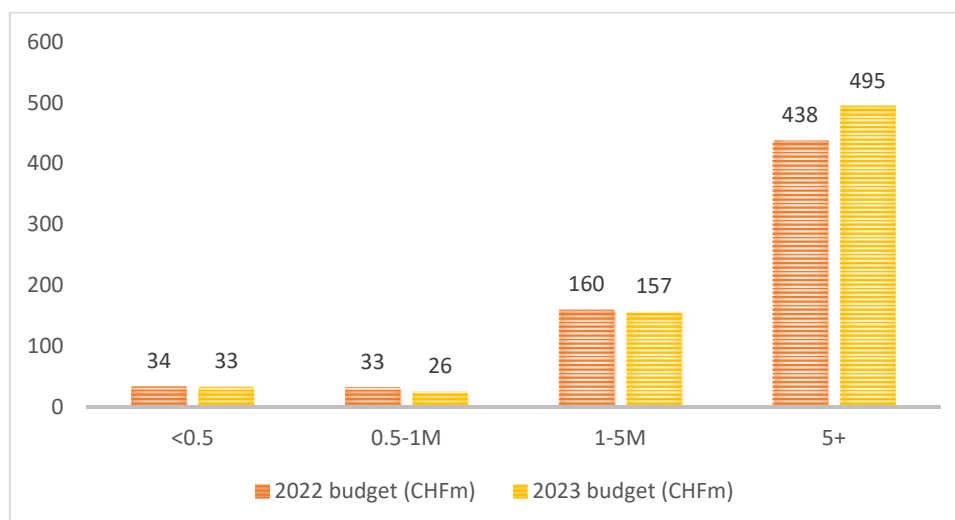
	C List <sup>1</sup>		B List <sup>2</sup>	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

<sup>1</sup> Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

<sup>2</sup> Based on annual budget data for B List projects, only restricted funding.

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN's ability in securing funding for large scale projects.

**Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)**



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (**Error! Reference source not found.**4). Of the 2023 budget, two third (66.1%) are allocated at the national level, while the last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

**Table 2: 2023 Budget by location for C List and B List factored-in projects**

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
<b>TOTAL</b>	<b>136.9</b>	<b>100%</b>

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 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 organisation globally.

**Table 3: Portfolio value and share for C List projects 2022-2023**

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%
Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
<b>Total</b>	<b>665</b>	<b>100%</b>	<b>710</b>	<b>100%</b>

In 2023, three quarters (75%) 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 Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF)) which together fund 45% of the total C List budget for 2023.

**Table 4: Top 2023 donors - C List**

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission <sup>3</sup>	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development <sup>4</sup>	USAID	4.9
United Nations Environment Programme <sup>5</sup>	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme <sup>6</sup>	UNDP	2.6
The Royal Commission for AIUla	-	1.9

### 5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

#### **Definitions**

Executing role: IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.<sup>7</sup>

- o Grant making – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global

<sup>3</sup> Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

<sup>4</sup> Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

<sup>5</sup> Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

<sup>6</sup> Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

<sup>7</sup> Grant-making is one of the key delivery mechanisms as an executing role.

Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

**Implementing role:** IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing fund to executing partners.

**Service level agreement:** Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

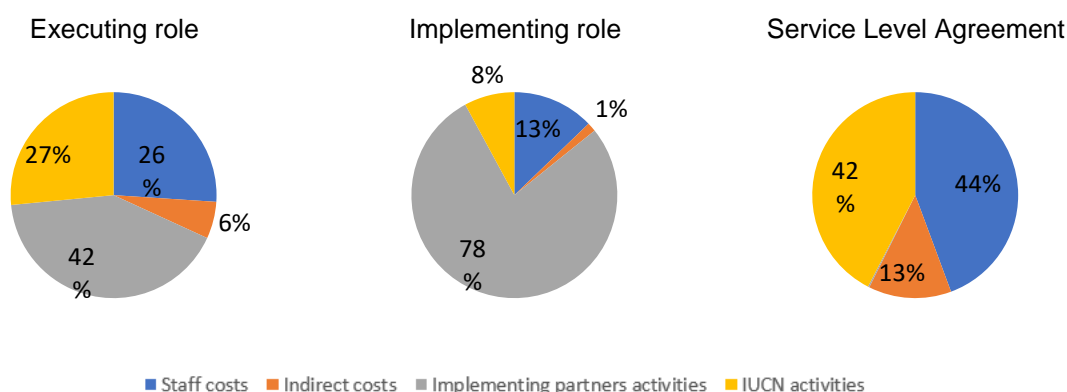
**Portfolio distribution by project type**

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

**Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
<b>C</b>	<b>25.9</b>	<b>5.3</b>	<b>62.2</b>	<b>24.4</b>	<b>117.8</b>
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
<b>B</b>	<b>6.2</b>	<b>1.3</b>	<b>6.0</b>	<b>5.6</b>	<b>19.1</b>
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
<b>Grand Total</b>	<b>32.2</b>	<b>6.5</b>	<b>68.2</b>	<b>30.1</b>	<b>136.9</b>

The following figures show 2023 budget allocations per expense type and project type for C projects:



The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to

successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

#### 5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the “Sharm el Sheikh Partnership for Nature-based Solutions” with IUCN. The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN’s Regional offices, collaboration with Commissions and beyond.

In 2023, there are also a number of international events which will help us strengthen IUCN’s work around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

**Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)**

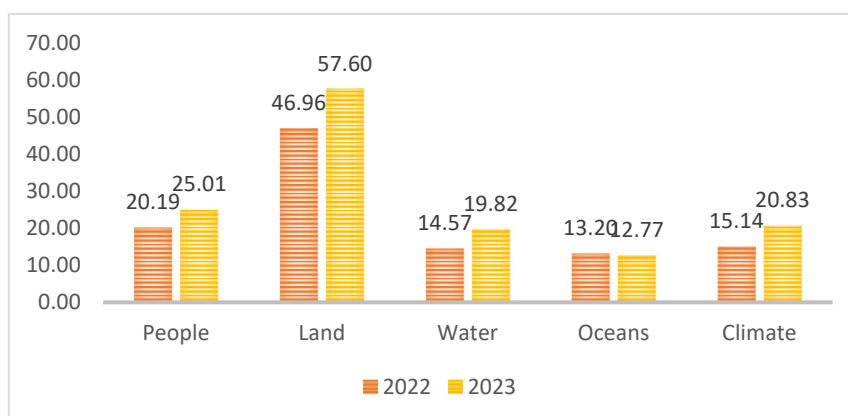




Table 6 provides 2023 budget allocations for each programme area and its respective impact targets.

**Table 6:2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)**

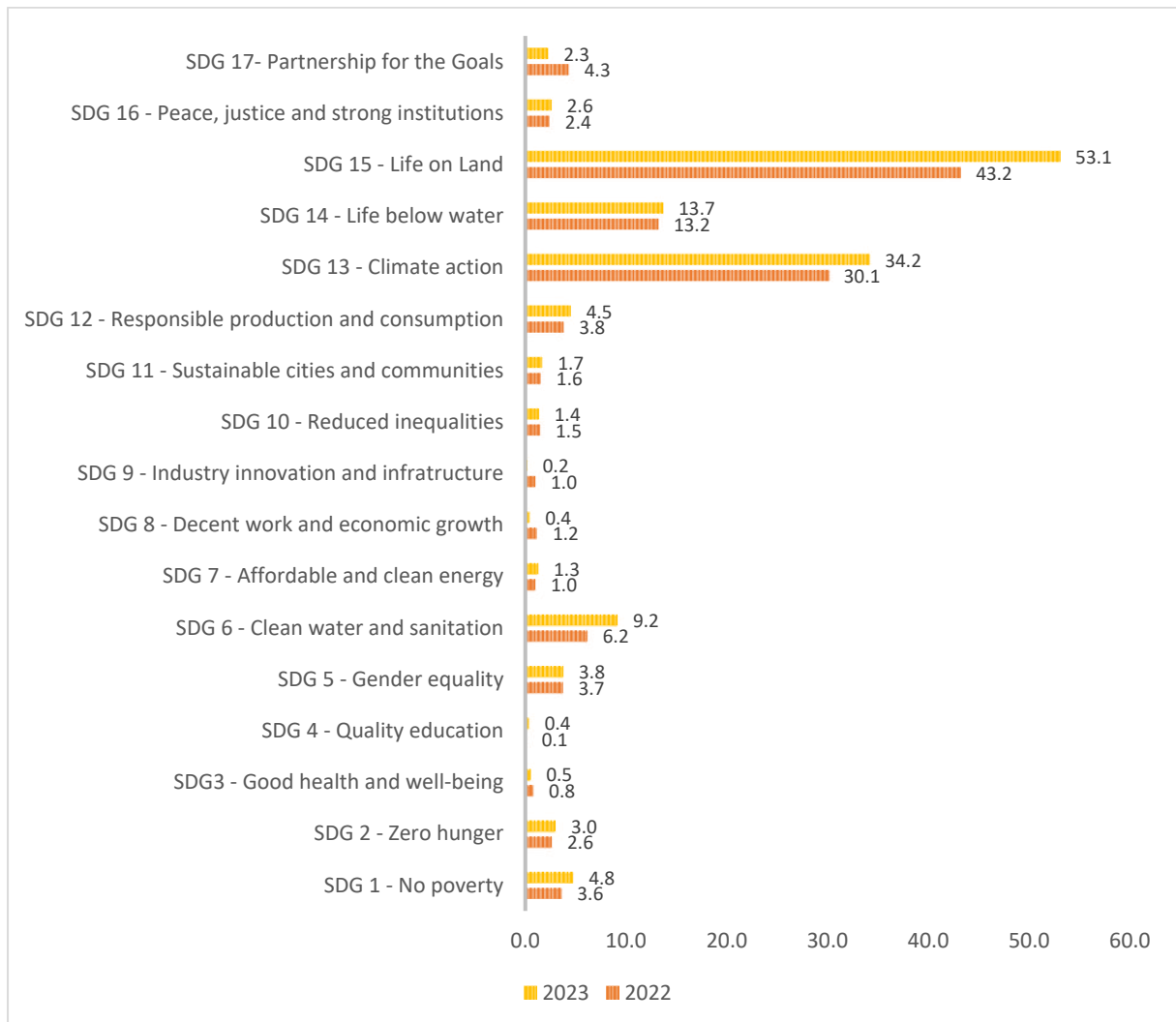
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		1.10	1%
TOTAL		137.13	100%

## 5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget<sup>8</sup>. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

<sup>8</sup> Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



## 6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> <li>- Geopolitical events in Eastern Europe</li> <li>- Global economic trends</li> </ul>	<ul style="list-style-type: none"> <li>i) Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>ii) Increase value proposition on unrestricted to attract more funding</li> <li>iii) Focus on high quality project outputs and “tell the story” better, by using hard data, to secure funding</li> <li>iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>v) Regular interactions with IUCN's key donors on their funding priorities and foreseen shifts/cuts</li> <li>vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.</li> </ul>
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <ul style="list-style-type: none"> <li>- Un-balanced mix of projects</li> <li>- approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Pipeline structure review</li> <li>ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy</li> <li>iii) Analysis to rebalance portfolio growth</li> <li>iv) Stronger accountability in performance and financial results</li> </ul>
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <ul style="list-style-type: none"> <li>- Limited monitoring capacity and tools</li> <li>- Gaps in internal skills and training capacity for portfolio management</li> <li>- Gaps in implementing partners screening</li> <li>- Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs)</li> <li>- Poor portfolio design</li> </ul>	<ul style="list-style-type: none"> <li>i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio</li> <li>ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management</li> <li>iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance)</li> <li>iv) Rigorous due diligence process for partners</li> </ul>
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> <li>- Selection of downstream partners and capacity assessment gaps</li> <li>- Current economic trends</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Rigorous due diligence process for partners</li> <li>ii) To embed partners strengthening components at project design</li> <li>iii) Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>iv) Analyse, and if required, revise and update financial reporting</li> </ul>

Given the world’s economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.

## Part II. 2023 Budget

### 1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

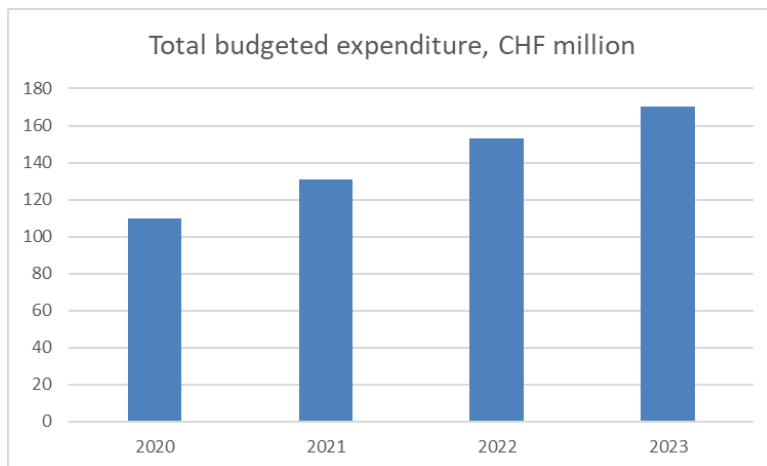
#### Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

**Figure 7: Total budgeted expenditure, CHF million**



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation, operational efficiency and organisational effectiveness.

#### Overall financial situation

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. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the Union part of IUCN's budget is challenging and can only currently be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

**Figure 8: Income trends, CHF million**

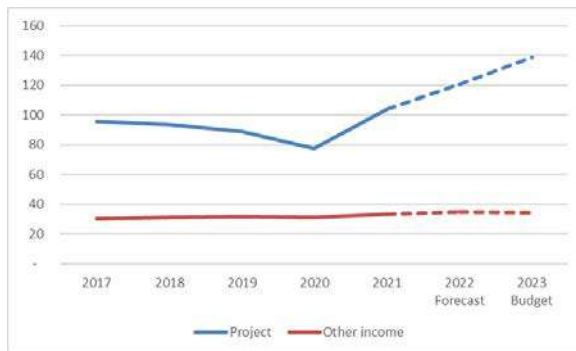
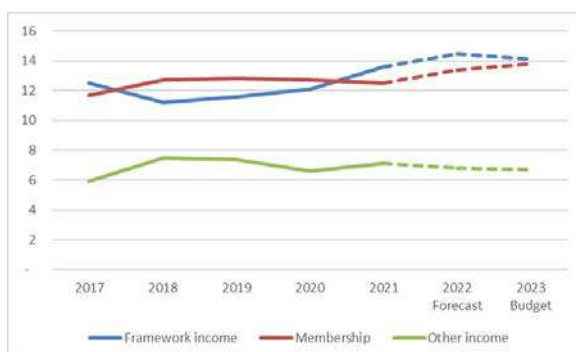


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

**Figure 9: Other income trends, CHF million**



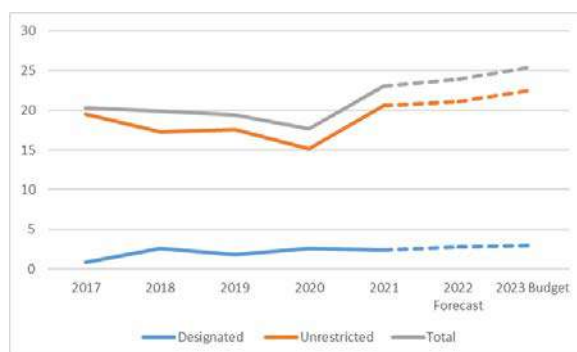
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

### **Reserves**

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

**Figure 10: IUCN reserves, CHF million**



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 its reserves to support higher levels of risk.

## 2. Budget summary

Table 7 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
<b>Income</b>						
<b>Union income</b>						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
<b>Total Union income</b>	<b>14.3</b>	<b>14.3</b>	<b>15.1</b>	<b>-</b>	<b>15.1</b>	<b>16.0</b>
<b>Programme</b>						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
<b>Total programme income</b>	<b>122.4</b>	<b>136.3</b>		<b>156.9</b>	<b>156.9</b>	<b>137.7</b>
<b>Total income</b>	<b>136.7</b>	<b>150.6</b>	<b>15.1</b>	<b>156.9</b>	<b>172.0</b>	<b>153.7</b>
<b>Expenditure</b>						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
<b>Total operating costs</b>	<b>66.9</b>	<b>68.7</b>	<b>16.2</b>	<b>55.0</b>	<b>71.2</b>	<b>74.1</b>
<b>Project activities</b>						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
<b>Total project activities</b>	<b>64.5</b>	<b>78.1</b>	<b>-</b>	<b>98.4</b>	<b>98.4</b>	<b>78.6</b>
<b>Other costs</b>						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6	0.3	-	0.3	-
<b>Total expenditure</b>	<b>131.1</b>	<b>149.3</b>	<b>17.0</b>	<b>153.4</b>	<b>170.4</b>	<b>152.7</b>
<b>Operating result</b>	<b>5.6</b>	<b>1.3</b>	<b>(1.9)</b>	<b>3.5</b>	<b>1.6</b>	<b>1.0</b>
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
<b>Surplus/(deficit)</b>	<b>4.6</b>	<b>1.2</b>	<b>(2.0)</b>	<b>3.4</b>	<b>1.4</b>	<b>1.0</b>

### 2.1. Union budget

#### a) Summary

The Union budget covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership and Commission support (HQ and regional levels)
- Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another core activity of the Union is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Union part of the budget yet. The numbers still need to be consolidated.

## **b) Income**

**Membership dues** are budgeted at CHF 12.7m. This is based on the membership as at September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

**Other income** is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Union budget, the balance is allocated to the programme budget.

## **c) Expenditure**

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

Expenditure outside the usual staff costs and activities to maintain and support the union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2).

#### d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 8.

**Table 8: Reserve transfers**

	2021	2022	2023	2023	2023
CHF m	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
<b>Total</b>	<b>(1.1)</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

## 2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

#### a) Income

**Framework income** is budgeted at CHF 14.1m. 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 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed.

**Project income** comprises donor income for specific projects. The amount budgeted is CHF 138.5m. 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 2022 forecast (CHF 117m). 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. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

#### b) Expenditure

**Staff costs** are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

**Other operating costs** are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.



### c) Project activities

**IUCN project activities** are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

**Implementing partner activities** are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

### d) Total project expenditure

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. 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 funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

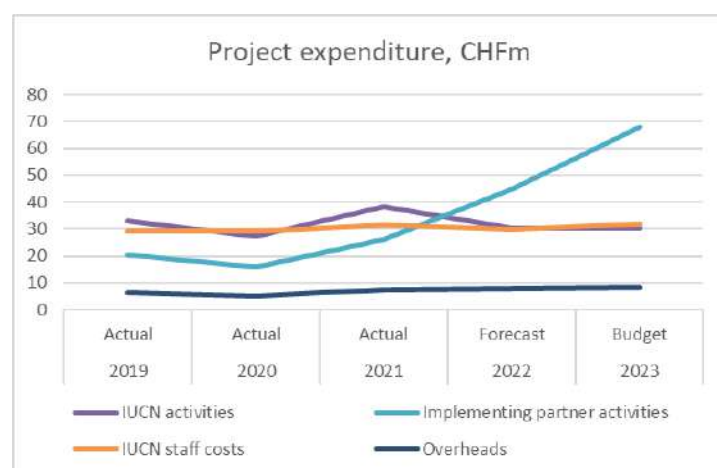


Table 9 provides the value of the project expenditure components for the years 2021 to 2023

Table 9: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
<b>Total project expenditure</b>	<b>103.7</b>	<b>112.6</b>	<b>138.5</b>	<b>108.9</b>

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

### e) Programme investments

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3<sup>rd</sup> year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

### 3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

**Table 10: Progress against Financial Plan targets**

Target	Target value	Period	2023 progress
Increase membership dues	10%	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Increase of 7% in aggregate compared to 2022 budget Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery.  (The target value in the Financial Plan was erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

### 4. Analysis of the 2023 budget by organisational structure

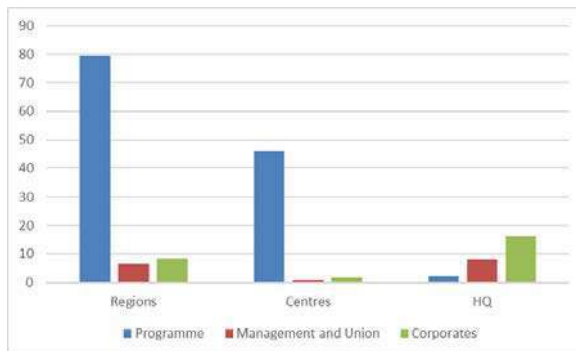
Table 11 below presents the 2023 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term "Headquarters" denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

Table 11: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
<b>Regional programmes</b>									
<b>Expenditure</b>									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
<b>Total expenditure</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>Centres</b>									
<b>Expenditure</b>									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
<b>Total expenditure</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>Headquarters</b>									
<b>Expenditure</b>									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
<b>Total expenditure</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.5</b>	<b>-</b>	<b>26.6</b>	<b>100%</b>	<b>24.5</b>	<b>100%</b>
<b>Provisions</b>									
<b>Expenditure</b>									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
<b>Total expenditure</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>100%</b>	<b>-</b>	<b>-</b>
<b>Total</b>									
<b>Expenditure</b>									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	18%
<b>Total expenditure</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.

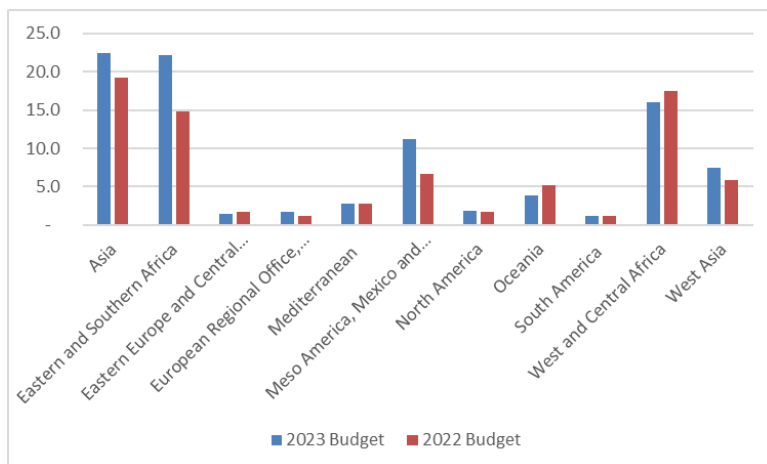
**Figure 12: Analysis of 2022 budget by organisational group and function**



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

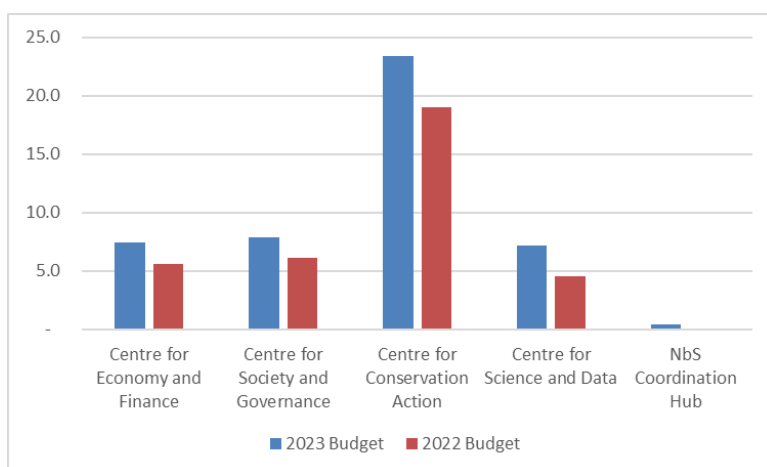
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

**Figure 13: Regional programmes: total budgeted expenditure**



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 14: Centres: total budgeted expenditure**



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

## 5. Risks inherent in the 2023 budget

The main risks for 2023 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

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 other income sources.

**Risk response:** All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### 2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents 14% of total budgeted expenditure.

**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, including staffing implications.

**Risk Level:** Medium

**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 reason. 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 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

**Risk Level:** Low

**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. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss

franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

**Risk response:** The risk of exchange losses on framework contracts 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 in place 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:** Medium

**Risk Owner:** Chief Finance Officer

#### **5. Investment losses**

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

**Risk response:** The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

**Risk Level:** Low

**Risk Owner:** Chief Finance Officer

## Annex 1: Executive summary on risks associated to a potential stagflation

### Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

### Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

### Preliminary identification and potential mitigations

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
<b>Risk:</b> Organisational and operational support and portfolio operations are becoming more complex	<ul style="list-style-type: none"> <li>• Slower economic growth</li> <li>• Higher inflation</li> <li>• Financial stress in some emerging market and developing economies where we execute projects</li> <li>• Size of the portfolio has grown over the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of donor contract decline</li> <li>• Issues for budget reallocation</li> <li>• Unable to deliver full scope of projects</li> <li>• Operational delays</li> <li>• Cost of living crisis and famine leading to social unrest and shift in priorities</li> <li>• Increase inherent risk due to the size of the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast the impact of inflation on projects' budget</li> <li>• Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>• Request additional funds/work with donor to adapt project budget where impacts are expected</li> <li>• Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management</li> </ul>
<b>Risk:</b> Donor may redefine their funding strategy towards IUCN due to economic trends	<ul style="list-style-type: none"> <li>• GDP is projected to shrink.</li> <li>• Sharp tightening of monetary policy in advanced economies</li> </ul>	<ul style="list-style-type: none"> <li>• IUCN's portfolio at risk</li> <li>• Stabilisation/reduction on unrestricted and/or restricted funding sources</li> <li>• IUCN struggles to fund its core budget</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>• Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding)</li> <li>• Focus on high quality project outputs and "tell the story" better to secure funding</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
			<ul style="list-style-type: none"> <li>• Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>• Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts</li> <li>• Ensure application of IUCN budget architecture and overhead policy as well as project costing tool</li> <li>• Diversify funding (i.e. strategically target those industry with less hit)</li> </ul>
<b>Risk:</b> Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> <li>• Slow European economic growth compared to Switzerland</li> <li>• Attraction of CHF as a safe haven currency</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in EUR, GBP, and Scandinavian currencies against the CHF</li> <li>• Reduction in CHF value of framework funds</li> </ul>	<ul style="list-style-type: none"> <li>• Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts</li> <li>• Assess options to hedge 2023 framework contributions</li> </ul>
<b>Risk:</b> IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> <li>• Higher inflation</li> <li>• Employment continuity is uncertain</li> <li>• Job market volatility</li> <li>• Salaries scales do not reflect the actual market</li> </ul>	<ul style="list-style-type: none"> <li>• Staff may claim higher wages</li> <li>• Challenges in retaining staff</li> <li>• Challenges in attracting new talent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cost of labour monitoring and cost of labour adjustment policy.</li> <li>• Implement hazard pay policy for specific national contexts.</li> <li>• Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)</li> </ul>
<b>Risk:</b> Membership dues payment default	<ul style="list-style-type: none"> <li>• Economic instability and budget cuts by countries and their agencies</li> <li>• Reduction in financial resources of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in funding, leading to reduction in flexibility and inability to meet objectives.</li> <li>• Reduction in financial resources of NGO members</li> <li>• Members leave IUCN</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out membership strategy</li> <li>• Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.)</li> <li>• Manage discussion with the WG on membership dues, GCC and FAC to be</li> </ul>



<b><i>Risk/Opportunity</i></b>	<b><i>Risk drivers</i></b>	<b><i>Consequences/Impact</i></b>	<b><i>Mitigations actions</i></b>
		<ul style="list-style-type: none"> <li>Financial loss may prevent IUCN to invest in new initiative to support the membership</li> </ul>	<ul style="list-style-type: none"> <li>clear on the consequences of any action related to membership dues</li> <li>Better forecast membership due income (i.e. potential survey)</li> </ul>
<p><b><i>Risk/Opportunity:</i></b> <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> <li>Delicate task to find the right policy mix that will bring inflation down without triggering a recession</li> <li>Influence negatively or accelerate positively the green recovery agenda.</li> <li>Increased focus on food security</li> </ul>	<ul style="list-style-type: none"> <li>Programme does not respond to donor needs (threat)</li> <li>Higher demand on IUCN services (opportunity)</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant)</li> <li>Maintain strong dialogue with State Members and donors on green agenda</li> <li>Ensure policy and portfolio is aligned with topics of focus were possible</li> </ul>





108<sup>th</sup> Part I Meeting of the IUCN Council

29 November 2022

## 2023 Work Plan and Budget

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Origin: Director General

### REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget was submitted on 28 October 2022 and was discussed by the Programme and Policy Committee / PPC (with emphasis on the Work Plan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on 7 November and 11 November 2022 respectively.

The 2023 Work Plan and Budget has subsequently been revised to address the recommendations of the PPC and FAC (revised version dated 15 November 2022). See also C108/3/2 Outcomes of PPC8 (7 November 2022) and C108/3/3 Outcomes of FAC8 (11 November 2022).

In addition, the document "Response to PPC questions on draft 2023 Workplan" has been attached hereafter with the Secretariat's response to the questions posed by PPC members in track changes in the draft Workplan (and attached to C108/3/2 Outcomes of PPC8).

A decision will be taken under Item 3 of the plenary meeting of Part I of the 108<sup>th</sup> Council on 29 November 2022.

## Table of Contents

Part I.	2023 Workplan .....	3
1.	Introduction.....	3
2.	Membership Engagement .....	3
2.1.	Membership.....	3
2.2.	Contributions for Nature Platform.....	5
3.	Secretariat work with Commissions .....	6
3.1.	Commissions Support Unit.....	6
3.2.	Joint Commission- Secretariat Programme work.....	7
3.3.	Commission on Ecosystem Management.....	8
3.4.	World Commission on Protected Areas .....	9
3.5.	Species Survival Commission.....	9
3.6.	Commission on Education and Communication .....	10
3.7.	World Commission on Environmental Law .....	10
3.8.	Commission on Environmental, Economic & Social Policy .....	10
3.9.	Climate Crisis Commission .....	11
4.	Resolutions.....	11
5.	State of the project portfolio .....	12
5.1.	Overview .....	12
5.2.	Donors .....	14
5.3.	Project typology.....	15
5.4.	Programme Areas .....	17
5.5.	Sustainable Development Goals.....	19
6.	IUCN Programme Portfolio and Risks Management .....	20
Part II.	2023 Budget.....	21
1.	Introduction.....	21
2.	Budget summary .....	23
2.1.	<b>Statutory objectives</b> .....	23
2.2.	<b>Programme budget</b> .....	25
3.	Implementation of the Financial Plan 2021-2024.....	27
4.	Analysis of the 2023 budget by organisational structure .....	28
5.	Risks inherent in the 2023 budget .....	31
Annex 1:	Executive summary on risks associated to a potential stagflation .....	33
Annex 2:	Budget summary by organisational structure and by funding source.....	36
	.....	36

## Part I. 2023 Workplan

### 1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. 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 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

### 2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial 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 are at the very core of the Union's vision and mission.

#### 2.1. Membership

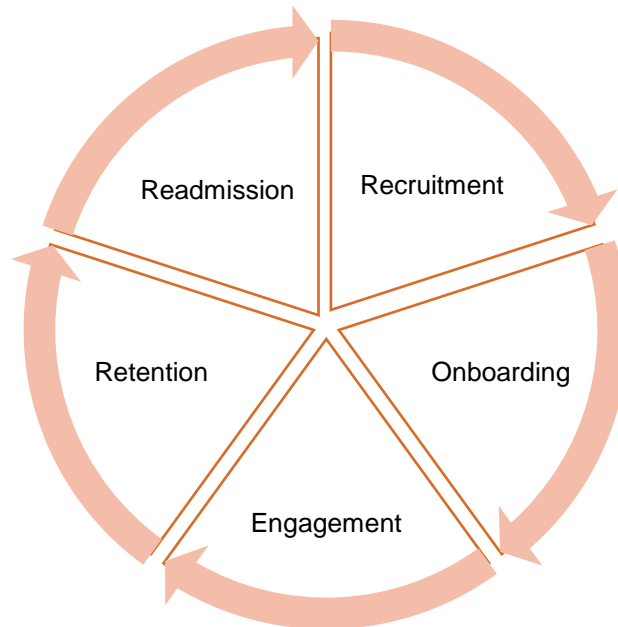
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.

In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure 1: Membership lifecycle



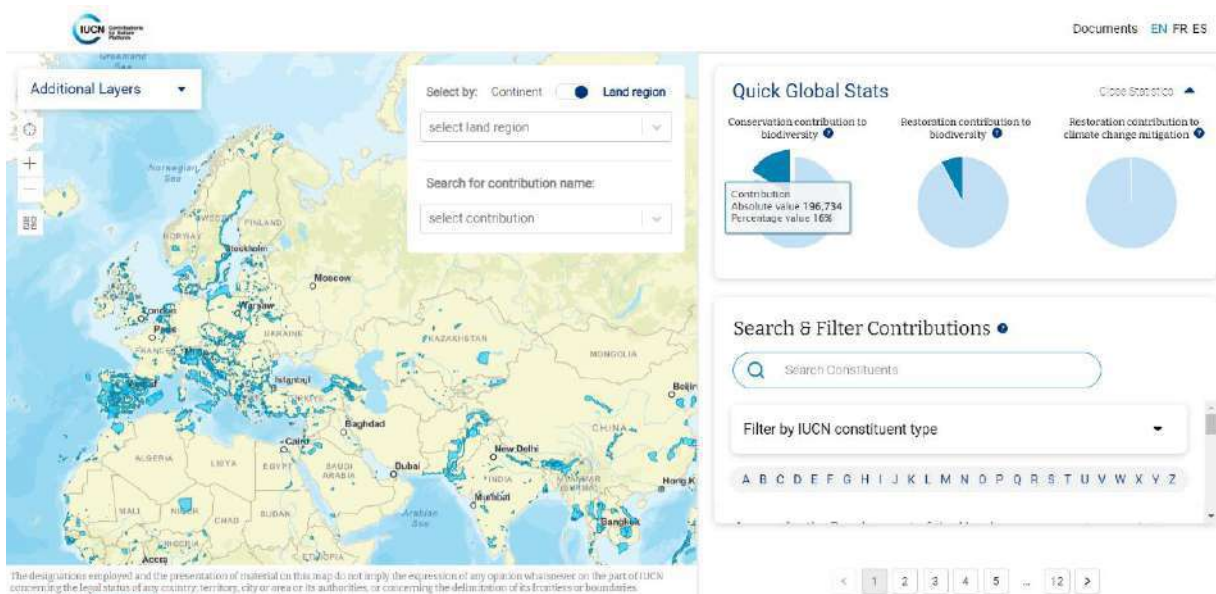
- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
  - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefited from membership; and
  - Digitalise the Membership application form and admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023 for both new Members and new member focal points in existing Members. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
  - As per Council Decision C107/10, the priority in 2023 will be to build and run a digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, Council, and Secretariat staff. The digital member zone will be a safe and trusted online environment where IUCN constituents can connect, collaborate, and create added value for each other. It will complement and support existing in-person activities and IUCN systems. The launch is planned for March 2023.
  - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
    - A new Member digital magazine
    - A revamped Union Digest newsletter
    - Member webinars and the ability for Members, Commission Chairs and members, Council members, and Committees to run their own Webinars via the digital member zone

- Strengthen efforts to mobilise Members on IUCN-led position papers. In 2022, the Secretariat has been socialising IUCN draft positions with Members through webinars and bilateral engagements. In 2023, these efforts will continue.
  - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
  - Updates on World Conservation Congress Resolutions
  - Capacity building courses for Members (free and discounted)
  - Member briefings on funding opportunities and space for Members to build consortia via the digital Member zone
  - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone. As noted by PPC, Council and Commission Chairs are expected to support this process.
  - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone, via National and Regional Committees and beyond. As noted by PPC, Council and Commission Chairs are expected to support this process.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
    - An annual Member satisfaction survey
    - Exit interviews with Members that leave
    - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction, and Member retention. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

## 2.2. Contributions for Nature Platform

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development



of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contributions for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5-year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g. Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.

The platform can be accessed on the [IUCN website](#). We've set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contributions for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

Inclusion of biodiversity metrics on Oceans and Freshwater are planned for Phase III (2023-4); and blue carbon metrics on Oceans and Freshwater as well as on People are planned for Phase IV (2024-5). The intent is that all 5 programme targets are covered in time for the next World Conservation Congress in 2025. This effort is resource dependent and the timeline could be accelerated with additional resources, which IUCN currently does not have.

### 3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative and financial support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond, which is not within the purview of the Secretariat to approve. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

#### 3.1. Commissions Support Unit

The Commission Support Unit will continue to support the work of the Commissions by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress in September 2021 and 26 October 2022, 13,368 scientific experts have joined or re-joined the Commissions. This compares to 18,694 Commission members recruited during the five years between the Hawaii and Marseille Congresses. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.



- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the alignment between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's website – this work will continue in 2023 including a reflection on the new website and what can be improved. In 2023, the unit will also work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

### 3.2. Joint Commission- Secretariat Programme work

#### Recurring DG-Commission Chairs meetings

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

#### Engagement architecture

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the Protected Areas Team), the DG proposed to introduce a strategic level Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of the Commissions and ensure issues are dealt with at senior management level. The Commission Chairs have agreed to this proposal during the recurring DG-Commission Chairs meetings. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

#### Joint scalable initiatives

The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

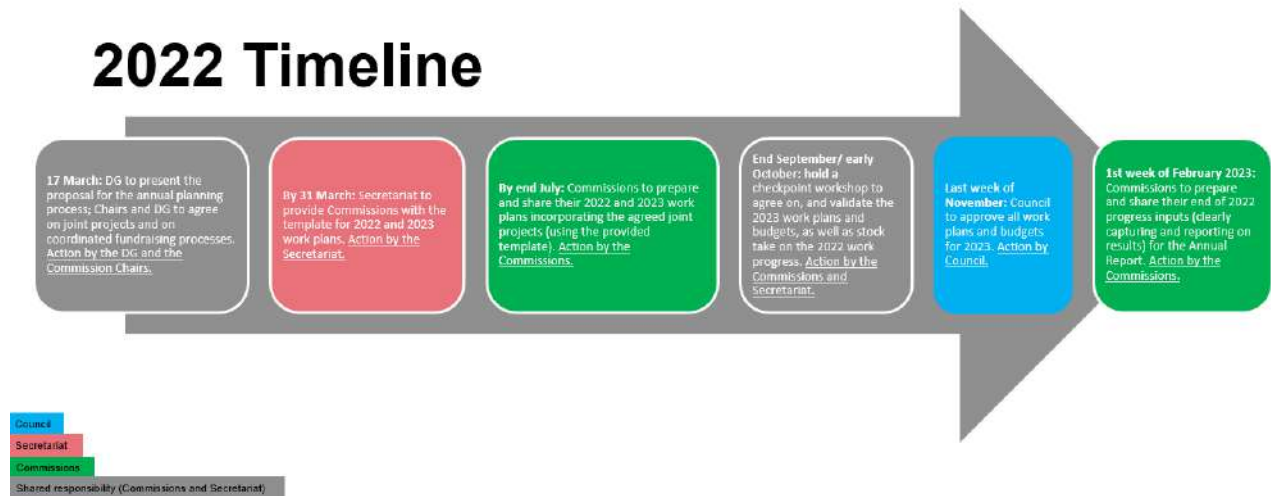
Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas
World Commission on Environmental Law	Rights of Nature (see also Resolution section below) Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

#### Aligning the planning and budgeting processes of the Secretariat and Commissions

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN components. Figure 2 below provides a high-level summary of the agreed process. As an outcome of this process, a set of strategic, programmatically aligned priority areas were identified jointly by the Commission Chairs and their Secretariat counterparts; the outline plans of action were co-

developed. The priority initiatives are being established either to reinforce or as an addition to ongoing joint Commission-Secretariat collaboration on Programme delivery.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening their bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

### 3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together.

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide governments to prioritise restoration at national or sub national level.

### 3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue their strong collaboration. The joint work in 2023 will focus on the implementation of the Green List Development plan. As a start, an independent external review of the plan and the governance arrangements is underway and the 2023 ambition is to implement the recommendations and fulfil commitments.

On a more general note, the Secretariat participated in WCPA's planning through the WCPA Steering Committee meeting in May 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified, and principles for coordination were defined. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two regional Parks Congresses that took place in 2022 and IMPAC5 (Marine Protected Areas Congress) that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation (pending adoption). Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- To support the implementation of Draft Target 3 by State members and non-State members by developing capacity to utilize and implement the technical guidance developed by IUCN;
- To develop new technical IUCN guidance as needed with an emphasis on effectiveness of protected and conserved areas for sites and systems including by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas;
- To continue to support the identification, recognition and reporting of OECMs using IUCN guidance.
- To ensure that all new and ongoing projects developed by the Secretariat and by WCPA on each of the above (30x30, OECMs, Green List Standard) are in close collaboration and equal partnership on all stages of project inception, design and implementation.

### 3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships, in addition to the mandate of the SSC as adopted by the World Conservation Congress. The work of the Commission is defined in the mandate. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others. Other areas of collaboration which will remain in place in 2023 are collaboration on influencing policy, including CITIES, CBD and CMS amongst other.

The Commission will also continue working closely with the Secretariat (through the Global Communication Unit in Gland and the IUCN Cambridge office) on communications and outreach. This is an area of work that has great growth potential and includes activities such as distribution of print and digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) NBSAPs, media articles, among others.

Finally, the **Red List on Threatened Species™** fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around [Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species](#). These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

### 3.6. Commission on Education and Communication

In 2023, **#NatureforAll** will remain the initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

### 3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the Rights of Nature project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the IUCN Environmental Law Centre in Bonn (see point 4g of WCEL Mandate 2021-24 as adopted by e-vote prior to Congress in February 2021), in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), and ocean law (UNCLOS).

### 3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work (to deliver on its mandate) includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of *"advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet"* through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

### 3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be ironed out in Q1 of 2023. The CCC ISC is in the process of developing a draft mandate for the CCC, which will be presented to Council for approval.

As the work progresses, and following the upcoming milestone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023, for submission to Council.

## 4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN component. It is important to note that some Resolutions call for action from multiple components.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are the core work of IUCN and all of its components, as they are the direction provided from the Members to the Council, Commissions, and Secretariat. The Members of IUCN are the final decision-makers. It is imperative they are implemented effectively to ensure the Union's work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the Marseille Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.

As per the Strategic Planning and Reporting Framework found in the [Council Handbook \(Annex 2\)](#), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation for IUCN. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

Some Resolutions can and are being implemented through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN's portfolio which pursues a programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation – by IUCN Members, Commission members and the Secretariat<sup>1</sup>.

Many Resolutions from past Congresses remain valid and under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

## 5. State of the project portfolio

### 5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, the value of the project portfolio will continue its upward trend compared to previous years increasing from CHF 824m to CHF 925m (see Figure 3 below). 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 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

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<sup>1</sup> See Part II: Budget, Section 2.1. Statutory objectives

Figure 3: Project Portfolio Value

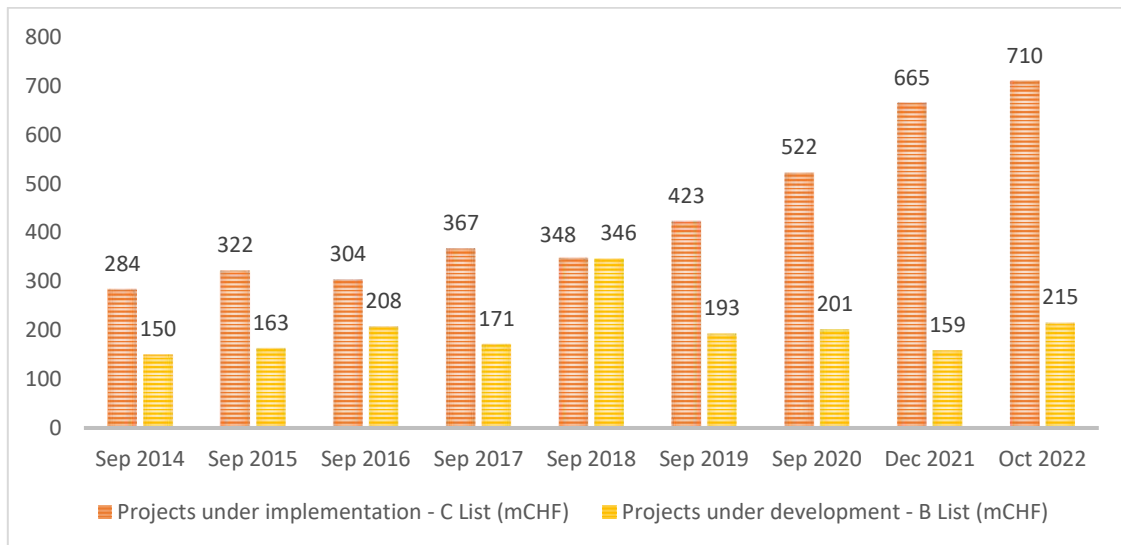
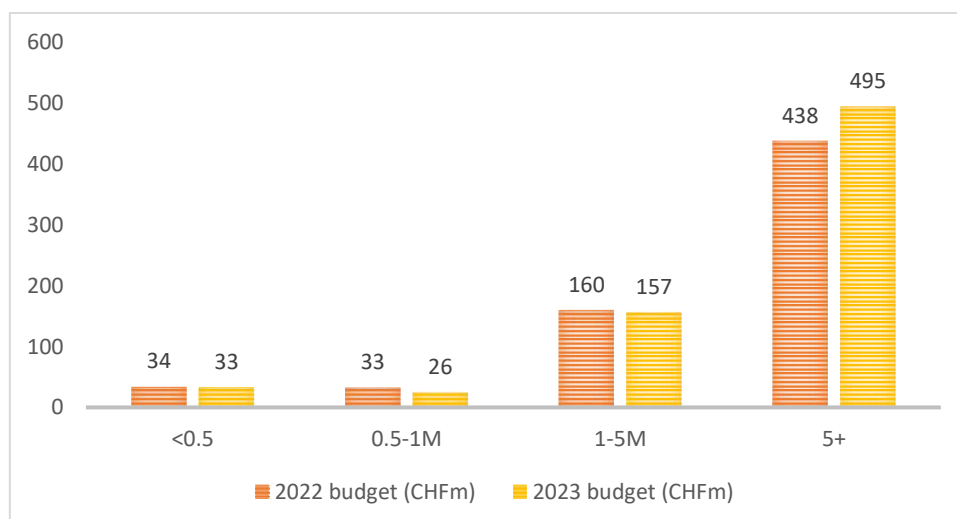


Table 1: Basic portfolio information for C and B List projects 2022-2023

	C List <sup>2</sup>		B List <sup>3</sup>	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN's ability in securing funding for large scale projects.

Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Figure 4). Of the 2023 budget, two thirds (66.1%) are allocated at the national level, while the

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

<sup>3</sup> Based on annual budget data for B List projects, only restricted funding.

last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

**Table 2: 2023 Budget by location for C List and B List factored-in projects**

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
<b>TOTAL</b>	<b>136.9</b>	<b>100%</b>

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 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 organisation globally.

**Table 3: Portfolio value and share for C List projects 2022-2023**

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%
Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
<b>Total</b>	<b>665</b>	<b>100%</b>	<b>710</b>	<b>100%</b>

In 2023, three quarters (75%) 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 Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF) which together fund 45% of the total C List budget for 2023.

**Table 4: Top 2023 donors - C List**

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission <sup>4</sup>	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development <sup>5</sup>	USAID	4.9
United Nations Environment Programme <sup>6</sup>	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0

<sup>4</sup> Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

<sup>5</sup> Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

<sup>6</sup> Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).



United Nation Development Programme <sup>7</sup>	UNDP	2.6
The Royal Commission for AIUIa	-	1.9

### 5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

#### **Definitions**

Executing role: IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.<sup>8</sup>

- Grant making – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

Implementing role: IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing funds to executing partners.

Service level agreement: Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

#### **Portfolio distribution by project type**

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

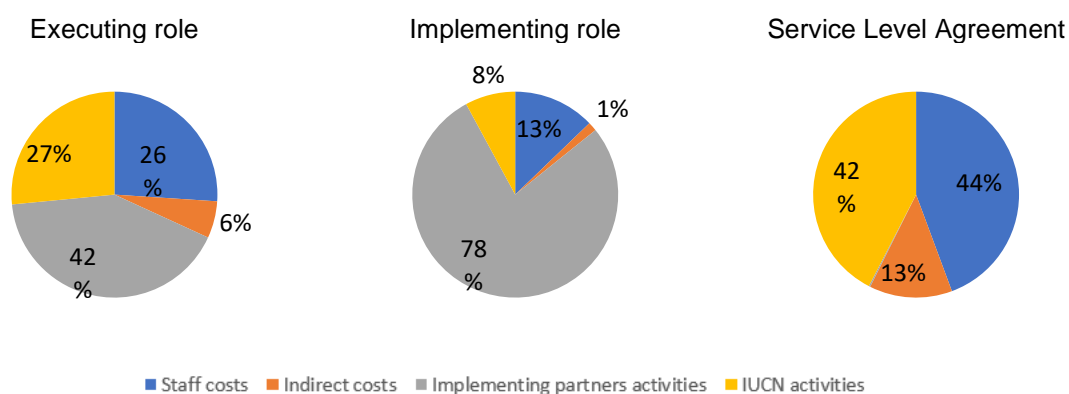
<sup>7</sup> Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

<sup>8</sup> Grant-making is one of the key delivery mechanisms as an executing role.

**Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
<b>C</b>	<b>25.9</b>	<b>5.3</b>	<b>62.2</b>	<b>24.4</b>	<b>117.8</b>
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
<b>B</b>	<b>6.2</b>	<b>1.3</b>	<b>6.0</b>	<b>5.6</b>	<b>19.1</b>
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
<b>Grand Total</b>	<b>32.2</b>	<b>6.5</b>	<b>68.2</b>	<b>30.1</b>	<b>136.9</b>

The following figures show 2023 budget allocations per expense type and project type for C projects:



The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). A total of 133 different Members are involved in 116 projects (out of 275). Commissions are involved in 33 projects. Note that these estimates exclude membership and Commission engagement through grant-making and does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

The following tables provide the distribution of member types engaged through the portfolio by type and by region. It is important to note that in order for an organisation (Member or not) to be involved in the design, management and implementation of IUCN donor-funded projects, they must go through a due diligence process and meet specific donor requirements to be eligible. This is to ensure that all

stakeholders have adequate organisational capabilities for managing performance and providing a sufficient level of assurance. Through the IUCN Academy, the Secretariat intends to work towards increasing the capacity of Members to engage in these projects. This is part of IUCN's membership value proposition.

**Table 6: Member distribution by type**

Member type	Distribution
Affiliates	1.43%
Indigenous people's organisations	3.94%
Non-governmental organisations	36.92%
State govt. agencies, political	57.71%

**Table 7: Member distribution by region**

Member type	Distribution
Africa	16.49%
Meso and South America	20.43%
North America and the Caribbean	6.45%
Oceania	1.79%
South and East Asia	48.03%
West Asia	0.36%
West Europe	6.09%

#### 5.4. Programme Areas

Key institutional thematic priorities, as outlined in the Nature 2030 Programme and programmatically focused Resolutions will continue be delivered through a combination of measures available to the Union. This includes the IUCN project portfolio, Commission activities (including Commission – Secretariat collaboration as described in Section 2), work of National Committees and individual members.

With respect to 2023, these priorities will include, among others, taking Nature-based Solutions to scale, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, promoting and accelerating the delivery of 30x30, applying the Global Ecosystem Typology framework to key ecosystem types such as mangroves, continued work with IUCN's Indigenous Peoples members on issues such as the [Task Force on Nature-Related Financial Disclosures](#) (TNFD), inclusive climate and conservation finance and the implementation of several IP focused Resolutions. In terms of the global policy agenda, we will build on the outcomes of the upcoming UNFCCC and CBD Conference of Parties. With regard to UNFCCC, the Governments of Egypt, Germany and several other founding members, including IUCN, intends to take advantage of to the of launch ENACT (Enhancing Nature-based Solutions for Accelerated Climate Transformation). The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, in collaboration with IUCN government and NGO Members, through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN's Regional offices, collaboration with Commissions and beyond.

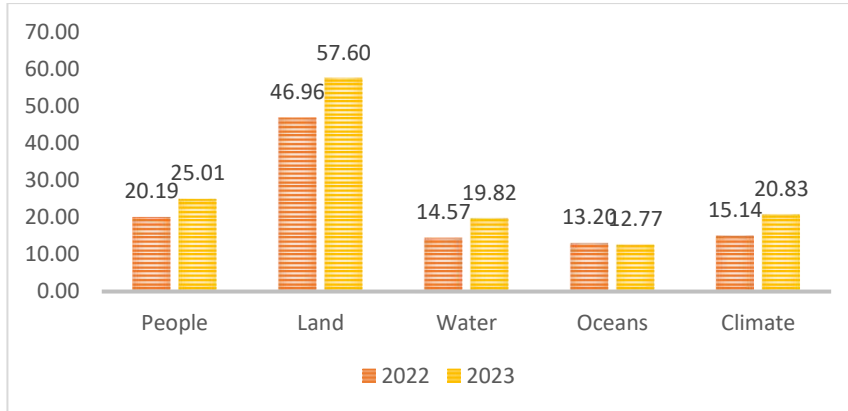
In 2023, there are also a number of international events which will help us strengthen IUCN's work and deliver programmatic and Resolution priorities around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively. In addition, negotiations towards a binding agreement on Biodiversity Beyond National Jurisdictions (BBNJ) under UNCLOS are underway, and IUCN – through its Ocean team and WCEL – will continue to follow these negotiations in 2023. The Secretariat is also working closely with WCEL on supporting the preparations towards a new UN Plastics Treaty (see Section 3.2 above).

Knowledge generation and new analysis will also be generated, guided by relevant Resolutions, for example on Synthetic Biology and the impacts of biomass fisheries.

The 2023 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

**Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)**



**Table 8: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)**

Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%

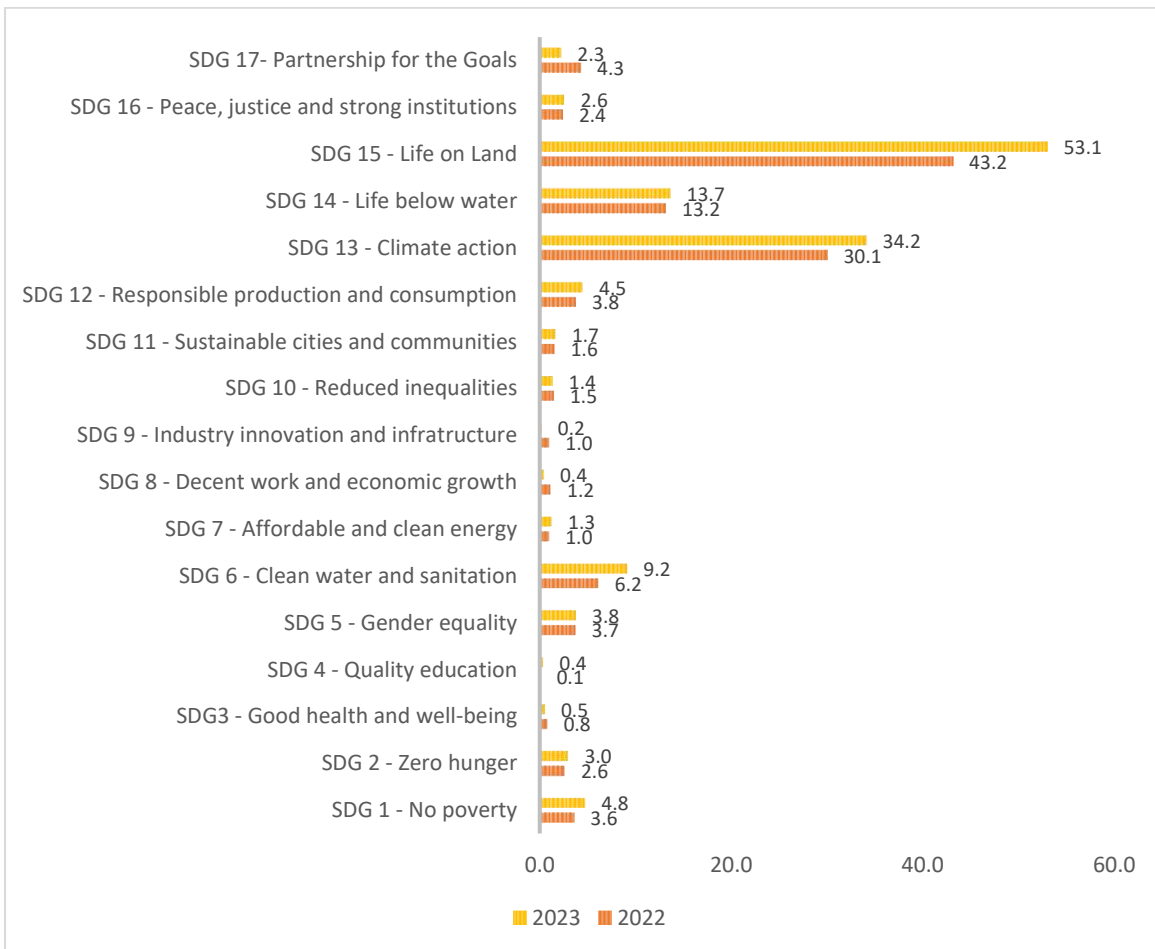
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		1.10	1%
TOTAL		137.13	100%

Table 8 provides 2023 budget allocations for each programme area and its respective impact targets.

### 5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget<sup>9</sup>. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



<sup>9</sup> Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

## 6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> <li>- Geopolitical events in Eastern Europe</li> <li>- Global economic trends</li> </ul>	<ul style="list-style-type: none"> <li>i) Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>ii) Increase value proposition on unrestricted to attract more funding</li> <li>iii) Focus on high quality project outputs and “tell the story” better, by using hard data, to secure funding</li> <li>iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>v) Regular interactions with IUCN's key donors on their funding priorities and foreseen shifts/cuts</li> <li>vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.</li> </ul>
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <ul style="list-style-type: none"> <li>- Un-balanced mix of projects</li> <li>- approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Pipeline structure review</li> <li>ii) Measuring performance to ensure that projects are collectively meeting the IUCN Programme portfolio strategy</li> <li>iii) Analysis to rebalance portfolio growth</li> <li>iv) Stronger accountability in performance and financial results</li> </ul>
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <ul style="list-style-type: none"> <li>- Limited monitoring capacity and tools</li> <li>- Gaps in internal skills and training capacity for portfolio management</li> <li>- Gaps in implementing partners screening</li> <li>- Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs)</li> <li>- Poor portfolio design</li> </ul>	<ul style="list-style-type: none"> <li>i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio</li> <li>ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management</li> <li>iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance)</li> <li>iv) Rigorous due diligence process for partners</li> </ul>
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> <li>- Selection of downstream partners and capacity assessment gaps</li> <li>- Current economic trends</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Rigorous due diligence process for partners</li> <li>ii) To embed partners strengthening components at project design</li> <li>iii) Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>iv) Analyse, and if required, revise and update financial reporting</li> </ul>

Given the world's economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.

## Part II. 2023 Budget

### 1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

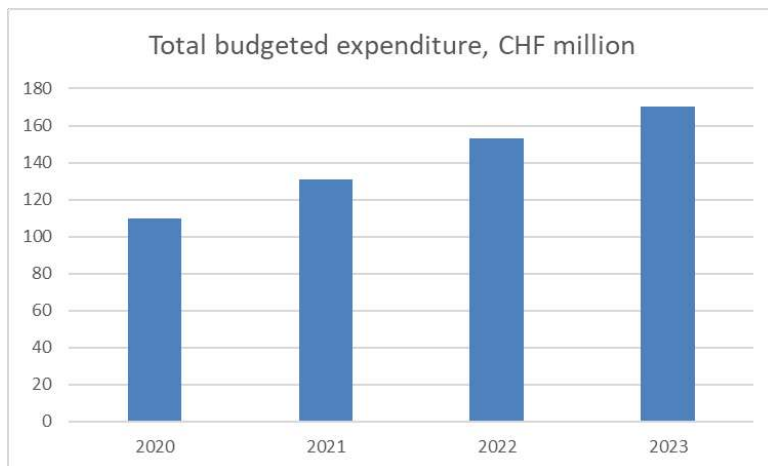
#### Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

**Figure 7: Total budgeted expenditure, CHF million**



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation, operational efficiency and organisational effectiveness.

#### Overall financial situation

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. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the part of IUCN's budget directly linked to the implementation of the statutes is challenging and can only currently be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

**Figure 8: Income trends, CHF million**

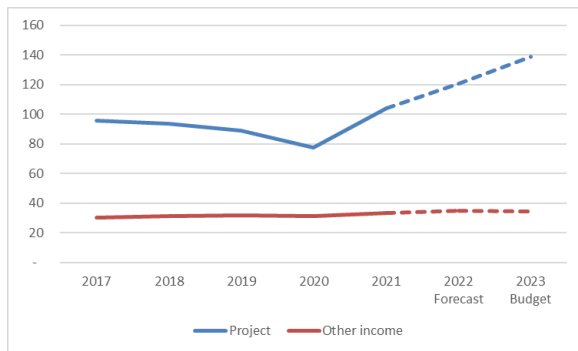
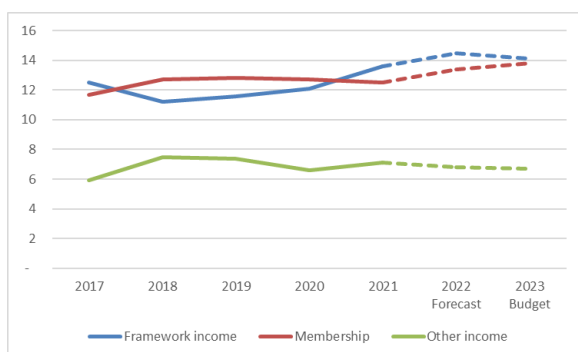


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

**Figure 9: Other income trends, CHF million**



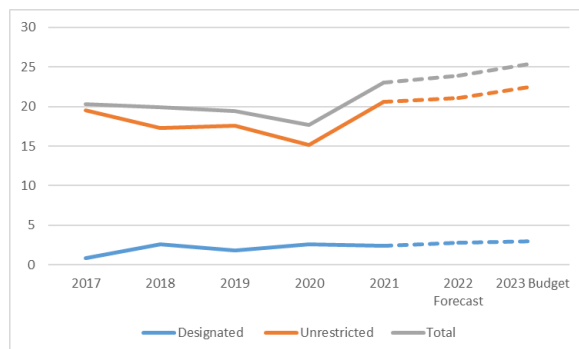
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

### **Reserves**

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

**Figure 10: IUCN reserves, CHF million**



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 its reserves to support higher levels of risk.



## 2. Budget summary

Table 9 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Statutory objectives component and a Programme component.

Table 9: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Statutory objectives	Programme	Total	Plan
<b>Income</b>						
<b>Union income</b>						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
<b>Total Union income</b>	<b>14.3</b>	<b>14.3</b>	<b>15.1</b>	<b>-</b>	<b>15.1</b>	<b>16.0</b>
<b>Programme</b>						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
<b>Total programme income</b>	<b>122.4</b>	<b>136.3</b>		<b>156.9</b>	<b>156.9</b>	<b>137.7</b>
<b>Total income</b>	<b>136.7</b>	<b>150.6</b>	<b>15.1</b>	<b>156.9</b>	<b>172.0</b>	<b>153.7</b>
<b>Expenditure</b>						
<b>Staff costs</b>						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.7	9.3	13.0	14.9
<b>Total operating costs</b>	<b>66.9</b>	<b>68.7</b>	<b>16.5</b>	<b>54.7</b>	<b>71.2</b>	<b>74.1</b>
<b>Project activities</b>						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
<b>Total project activities</b>	<b>64.5</b>	<b>78.1</b>	<b>-</b>	<b>98.4</b>	<b>98.4</b>	<b>78.6</b>
<b>Other costs</b>						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6		0.3	0.3	-
<b>Total expenditure</b>	<b>131.1</b>	<b>149.3</b>	<b>17.0</b>	<b>153.4</b>	<b>170.4</b>	<b>152.7</b>
<b>Operating result</b>	<b>5.6</b>	<b>1.3</b>	<b>(1.9)</b>	<b>3.5</b>	<b>1.6</b>	<b>1.0</b>
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
<b>Surplus/(deficit)</b>	<b>4.6</b>	<b>1.2</b>	<b>(2.0)</b>	<b>3.4</b>	<b>1.4</b>	<b>1.0</b>

### 2.1. Statutory objectives

#### a) Summary

The budget for Statutory objectives covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost is CHF 17.0m. This is funded by Membership dues, CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership engagement (HQ and regional levels)
- Commission support, including Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

Table 10 provides a breakdown of the related costs.

**Table 10: Costs related to the implementation of the statutory objectives**

Function	Staff costs	Other operating costs	Total
	CHFm	CHFm	CHFm
Global Communications	1.1	0.1	1.2
Office management and administration	0.2	0.1	0.3
Finance	0.5	-	0.5
Human resources	0.2	0.1	0.3
Information systems	0.4	0.1	0.5
Legal and oversight	0.5	0.1	0.6
Membership engagement	3.1	0.7	3.8
Contributions for Nature platform	0.5	-	0.5
Commission support	0.4	1.3	1.7
Management and leadership	3.1	0.7	3.8
Governance	0.8	0.4	1.2
International policy	2.0	0.1	2.1
	<b>12.8</b>	<b>3.7</b>	<b>16.5</b>
Implementation of IUCN resolutions			0.5
<b>Total</b>	<b>12.8</b>	<b>3.7</b>	<b>17.0</b>

The costs included in the Statutory objectives budget are the costs that can be directly attributable to the various objectives. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another statutory requirement is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress

decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The budget for the Statutory objectives budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Statutory objectives part of the budget yet. The numbers still need to be consolidated.

## b) Income

**Membership dues** are budgeted at CHF 12.7m. This is based on the membership as at September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

**Other income** is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Statutory objectives budget, the balance is allocated to the programme budget.

## c) Expenditure

The expenditure of the Statutory objectives budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

Expenditure outside the usual staff costs and activities to maintain and support the Union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2).

## d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 11.

Table 11: Reserve transfers

	2021	2022	2023	2023	2023
CHF m	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
<b>Total</b>	<b>(1.1)</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

## 2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

## a) Income

**Framework income** is budgeted at CHF 14.1m. 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 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed.

**Project income** comprises donor income for specific projects. The amount budgeted is CHF 138.5m. 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 2022 forecast (CHF 117m). 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. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

## b) Expenditure

**Staff costs** are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

**Other operating costs** are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.

## c) Project activities

**IUCN project activities** are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

**Implementing partner activities** are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

## d) Total project expenditure

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. 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 funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

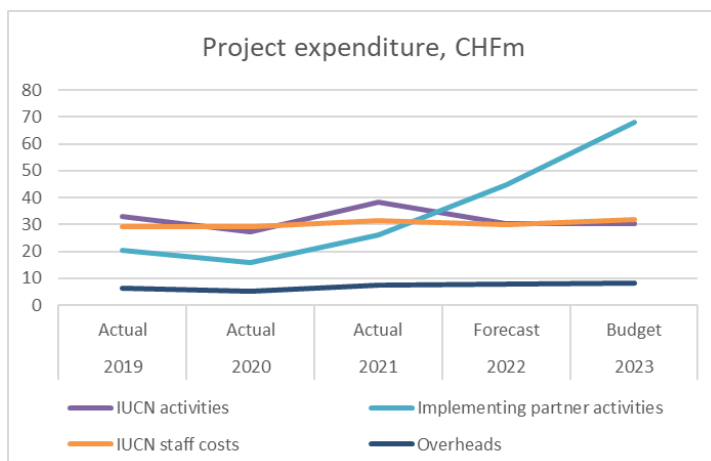


Table 12 provides the value of the project expenditure components for the years 2021 to 2023

**Table 12: Components of project expenditure, CHF million**

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
<b>Total project expenditure</b>	<b>103.7</b>	<b>112.6</b>	<b>138.5</b>	<b>108.9</b>

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

### e) Programme investments

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3<sup>rd</sup> year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

## 3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 13 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

**Table 13: Progress against Financial Plan targets**

Target	Target value	Period	2023 progress
Increase membership dues	10% of total value	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Increase of 7% in aggregate compared to 2022 budget Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery. (The target value in the Financial Plan was erroneously calculated)

Target	Target value	Period	2023 progress
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

#### 4. Analysis of the 2023 budget by organisational structure

Table 14 below presents the 2023 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 partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

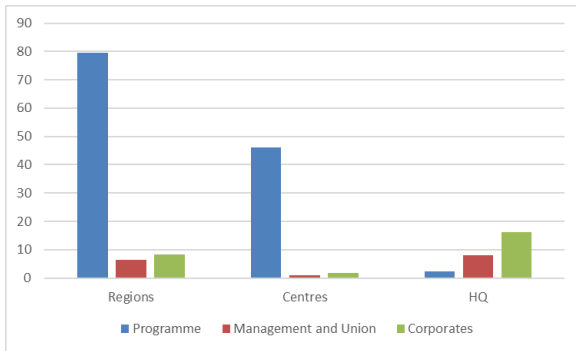
Table 14: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
<b>Regional programmes</b>									
<b>Expenditure</b>									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
<b>Total expenditure</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>Centres</b>									
<b>Expenditure</b>									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
<b>Total expenditure</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>Headquarters</b>									
<b>Expenditure</b>									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
<b>Total expenditure</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.5</b>	<b>-</b>	<b>26.6</b>	<b>100%</b>	<b>24.5</b>	<b>100%</b>
<b>Provisions</b>									
<b>Expenditure</b>									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
<b>Total expenditure</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>100%</b>	<b>-</b>	<b>-</b>
<b>Total</b>									
<b>Expenditure</b>									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	18%
<b>Total expenditure</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.

Annex 2 provides a more detailed version of this table that incorporates the various income streams.

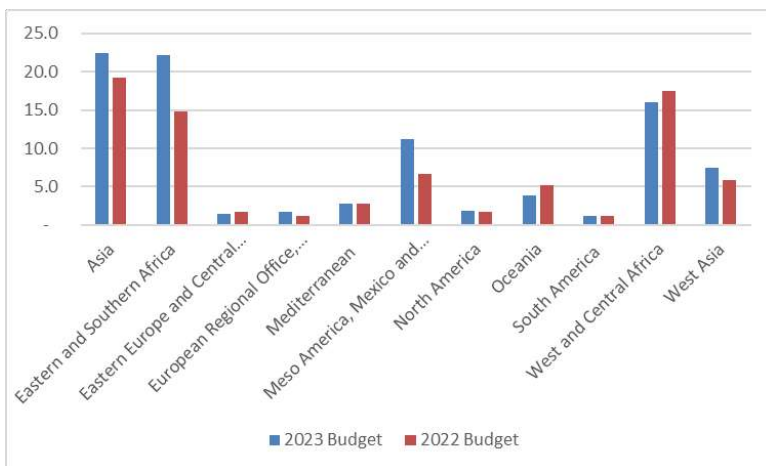
**Figure 12: Analysis of 2022 budget by organisational group and function**



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

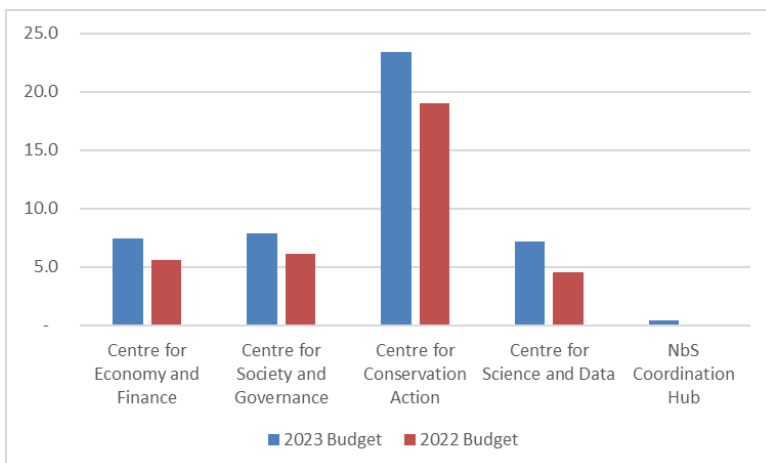
Figure 13 provides a breakdown of the budget for the regions and Figure 14 a breakdown of the budget of the centres.

**Figure 13: Regional programmes: total budgeted expenditure**



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 14: Centres: total budgeted expenditure**



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.



## 5. Risks inherent in the 2023 budget

The main risks for 2023 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

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 other income sources.

**Risk response:** All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### 2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents 14% of total budgeted expenditure.

**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, including staffing implications.

**Risk Level:** Medium

**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 reason. 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 has led to some delays in payment. Council is working on addressing the issue, particularly for venue-based organisations (e.g. zoos, aquaria, botanical gardens, museums).

**Risk response:** A provision of CHF 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

**Risk Level:** Low

**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. Foreign exchange markets are currently

quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

**Risk response:** The risk of exchange losses on framework contracts 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 in place 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:** Medium

**Risk Owner:** Chief Finance Officer

## **5. Investment losses**

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

**Risk response:** The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

**Risk Level:** Low

**Risk Owner:** Chief Finance Officer

## Annex 1: Executive summary on risks associated to a potential stagflation

### Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

### Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

### Preliminary identification and potential mitigations

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
<b>Risk:</b> Organisational and operational support and portfolio operations are becoming more complex	<ul style="list-style-type: none"> <li>• Slower economic growth</li> <li>• Higher inflation</li> <li>• Financial stress in some emerging market and developing economies where we execute projects</li> <li>• Size of the portfolio has grown over the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of donor contract decline</li> <li>• Issues for budget reallocation</li> <li>• Unable to deliver full scope of projects</li> <li>• Operational delays</li> <li>• Cost of living crisis and famine leading to social unrest and shift in priorities</li> <li>• Increase inherent risk due to the size of the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast the impact of inflation on projects' budget</li> <li>• Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>• Request additional funds/work with donor to adapt project budget where impacts are expected</li> <li>• Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management</li> </ul>
<b>Risk:</b> Donor may redefine their funding strategy towards IUCN due to economic trends	<ul style="list-style-type: none"> <li>• GDP is projected to shrink.</li> <li>• Sharp tightening of monetary policy in advanced economies</li> </ul>	<ul style="list-style-type: none"> <li>• IUCN's portfolio at risk</li> <li>• Stabilisation/reduction on unrestricted and/or restricted funding sources</li> <li>• IUCN struggles to fund its core budget</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>• Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding)</li> <li>• Focus on high quality project outputs and "tell the story" better to secure funding</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
			<ul style="list-style-type: none"> <li>• Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>• Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts</li> <li>• Ensure application of IUCN budget architecture and overhead policy as well as project costing tool</li> <li>• Diversify funding (i.e. strategically target those industry with less hit)</li> </ul>
<b>Risk:</b> Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> <li>• Slow European economic growth compared to Switzerland</li> <li>• Attraction of CHF as a safe haven currency</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in EUR, GBP, and Scandinavian currencies against the CHF</li> <li>• Reduction in CHF value of framework funds</li> </ul>	<ul style="list-style-type: none"> <li>• Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts</li> <li>• Assess options to hedge 2023 framework contributions</li> </ul>
<b>Risk:</b> IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> <li>• Higher inflation</li> <li>• Employment continuity is uncertain</li> <li>• Job market volatility</li> <li>• Salaries scales do not reflect the actual market</li> </ul>	<ul style="list-style-type: none"> <li>• Staff may claim higher wages</li> <li>• Challenges in retaining staff</li> <li>• Challenges in attracting new talent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cost of labour monitoring and cost of labour adjustment policy.</li> <li>• Implement hazard pay policy for specific national contexts.</li> <li>• Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)</li> </ul>
<b>Risk:</b> Membership dues payment default	<ul style="list-style-type: none"> <li>• Economic instability and budget cuts by countries and their agencies</li> <li>• Reduction in financial resources of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in funding, leading to reduction in flexibility and inability to meet objectives.</li> <li>• Reduction in financial resources of NGO members</li> <li>• Members leave IUCN</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out membership strategy</li> <li>• Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.)</li> <li>• Manage discussion with the WG on membership dues, GCC and FAC to be clear on the consequences of any action related to membership dues</li> </ul>

<b><i>Risk/Opportunity</i></b>	<b><i>Risk drivers</i></b>	<b><i>Consequences/Impact</i></b>	<b><i>Mitigations actions</i></b>
		<ul style="list-style-type: none"> <li>Financial loss may prevent IUCN to invest in new initiative to support the membership</li> </ul>	<ul style="list-style-type: none"> <li>Better forecast membership due income (i.e. potential survey)</li> </ul>
<p><b><i>Risk/Opportunity:</i></b> <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> <li>Delicate task to find the right policy mix that will bring inflation down without triggering a recession</li> <li>Influence negatively or accelerate positively the green recovery agenda.</li> <li>Increased focus on food security</li> </ul>	<ul style="list-style-type: none"> <li>Programme does not respond to donor needs (threat)</li> <li>Higher demand on IUCN services (opportunity)</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant)</li> <li>Maintain strong dialogue with State Members and donors on green agenda</li> <li>Ensure policy and portfolio is aligned with topics of focus were possible</li> </ul>

## Annex 2: Budget summary by organisational structure and by funding source

	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Global Service Charge	Result	IUCN Project Activities	Implementing partners Project activities	Total Expenditure	%
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%
<b>Regional programmes</b>														
Programme	0.3	2.6	-0.3	13.0	15.6	13.5	0.7	14.2	1.2	0.2	20.6	44.6	79.4	84%
Management and Union	2.1	0.0	-0.3	3.1	4.9	3.9	0.8	4.7	0.1	0.1	0.8	1.0	6.5	7%
Corporates	0.5	0.0	2.1	4.7	7.3	5.3	2.6	7.8	0.0	-0.6	0.4	0.0	8.2	9%
<b>Total</b>	<b>2.8</b>	<b>2.6</b>	<b>1.5</b>	<b>20.8</b>	<b>27.8</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>1.3</b>	<b>-0.3</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>
<b>Centres</b>														
Programme	0.0	2.9	-0.1	12.7	15.5	15.0	0.9	16.0	0.3	-0.8	7.7	22.5	46.2	94%
Management and Union	0.0	0.0	0.0	1.7	1.7	1.0	0.0	1.0	0.0	0.7	0.1	0.0	1.1	2%
Corporates	0.1	0.0	0.3	1.4	1.8	1.6	0.1	1.7	0.0	0.1	0.0	0.0	1.7	3%
<b>Total</b>	<b>0.1</b>	<b>2.9</b>	<b>0.2</b>	<b>15.9</b>	<b>19.1</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>0.3</b>	<b>0.1</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>
<b>Headquarters</b>														
Programme	0.8	2.3	0.6	0.3	3.9	2.1	0.1	2.2	0.0	1.7	0.1	0.0	2.3	9%
Management and Union	6.4	0.3	0.2	0.5	7.3	4.9	2.8	7.7	0.0	-0.4	0.2	0.0	8.0	30%
Corporates	2.7	4.0	4.8	4.6	16.1	11.0	5.1	16.1	0.0	0.0	0.2	0.0	16.3	61%
<b>Total</b>	<b>9.9</b>	<b>6.5</b>	<b>5.6</b>	<b>5.4</b>	<b>27.3</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.0</b>	<b>1.3</b>	<b>0.5</b>	<b>0.0</b>	<b>26.6</b>	<b>100%</b>
<b>Provisions</b>														
Programme	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0%
Management and Union	0.3	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0%
Corporates	0.8	0.1	0.0	0.0	0.8	0.0	0.5	0.5	0.0	0.3	0.0	0.0	0.5	100%
<b>Total</b>	<b>1.0</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>	<b>0.5</b>	<b>0.5</b>	<b>0.0</b>	<b>0.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>100%</b>
<b>Total</b>														
Programme	1.1	7.8	0.1	26.0	35.0	30.6	1.8	32.4	1.5	1.1	28.5	67.2	128.0	75%
Management and Union	8.7	0.3	-0.1	5.3	14.2	9.8	3.7	13.5	0.1	0.6	1.1	1.0	15.5	9%
Corporates	4.0	4.0	7.2	10.8	26.0	17.8	8.3	26.1	0.0	0.1	0.5	0.0	26.7	16%
<b>Total</b>	<b>13.9</b>	<b>12.0</b>	<b>7.3</b>	<b>42.0</b>	<b>75.2</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>1.6</b>	<b>1.6</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>

## Secretariat responses to PPC questions on the Draft 2023 Workplan

1. I suggest that the questions asked on sustainable use, for example, be changed to be more inclusive of other IUCN policies (and the sustainable use policy is outdated). IUCN is about far more than sustainable use, for example. The GCC can work on that with the Secretariat.

Response: This has been discussed at the GCC in November 2022. No decision was taken and it was agreed to continue the discussions by email.

2. Is this part of the Academy or something else? What capacity building courses are planned that will not be free, and can we have details?

Response: Yes, both the free and discounted capacity building courses are part of the Academy. Further details will be provided in the document under Agenda Item 6 of C108 Part II, namely *'Proposals from the Director General in response to the decision of the Extraordinary Council meeting'*. This document, as per the Council Decision, will be made available 'by end of 2022'.

3. A joint and periodic review of the CSU's support to the Commissions (financial, membership, communications, administration) is suggested.

Response: The Secretariat supports this suggestion. It is proposed that the Director General discusses the scope and approach to such a review with the Commission Chairs in one of the recurring monthly meetings.

4. It is useful to indicate whether there is an increase in budget allocated towards the CSU given the addition of the new Commission and if not, a justification on how the 'continuation' of support is expected. There is need to indicate if the CSU will continue to support the Commission at the same level, reduced level or increased level in 2023; In 2022, Commissions have used COF to hire external support for financing and communications to complement the support that is available from the Secretariat.

Response: The income of IUCN in 2022, compared to 2021, has not increased. The 2021 financial surplus that the Secretariat achieved was allocated to the Union's reserves, in line with the 2021-2024 Financial Plan approved by Congress, with several exceptions (see Council Decision C107/4).

Having said that, as part of its restructuring process in 2021, the Secretariat put significant efforts into clarifying roles and responsibilities of staff to achieve efficiency gains. In the past, the former "Union Development Group (UDG)" lacked clarity of roles among the sub teams and individual staff members. As such, the former UDG was not efficient in how it dealt with Members, Commission and Council requests. Each respective Unit – Membership and Commission Support, and Governance Unit – now have distinct and clear mandates and responsibilities, which ultimately supports effective delivery of tasks and services to Commissions, as well as Council and Members.

In addition, the digital member zone, currently in the development phase, should support efficiency of communications efforts if used well as a tool by the Commissions and Members (including Regional and National Committees). The Membership and Commission Support unit is also in the process of revising the communications support role to improve this function.

5. Are Commission Chairs supportive of this focus "[...] on further increasing the number of Commission members across the 7 Commissions [...]?"

Response: Yes. This is a direct request from the Commissions. The request has been raised via multiple channels, including but not limited to: 1) in the recurring DG-Commission Chairs meetings; 2) in the quarterly meeting of the Commission Chairs' Executive Officers and the Commissions

Support Unit. The Secretariat conducted a comprehensive review on this matter, together with the Commissions' Executive Officers, and the outcome was presented to the Commission Chairs and DG at one of their recurring monthly meetings.

**6. What is meant by aligning processes.**

Response: Alignment in this context refers to enhancing the cooperation between Commissions and the Secretariat within framework of the 2021-2024 Programme.

Both Commissions and Secretariat have their own planning cycles. Both IUCN components report to Council at the same time. Both the Commissions and the Secretariat would like to increase cooperation. The intention is that both components are aware of each other's' workplans, capitalise on synergies and ensure there is no duplication of effort or competition in line with the One Programme Charter, i.e. to align. In this sense, the alignment is on process (i.e. "administrative") and content.

**7. I have become aware that the Secretariat/DG is launching an "audit" of the Commissions. I would like to discuss what this is, see the plan, etc. What sort of audit is this? It seems to be something not within the purview of the Secretariat, but I would like further understanding, from the DG/Secretariat and Commission Chairs. What is the budget?**

Response: The proposed internal audit of Commissions finances is part of the Oversight Unit's 2023 workplan, which has been approved by the Finance and Audit Committee (FAC) of Council. The Head of Oversight has a dotted reporting line to the FAC.

The internal audit is intended to provide objective oversight over the Commissions and thereby assist the Council in discharging its statutory oversight responsibilities.

**8. Is this [joint scalable initiatives] agreed by Commission Chairs?**

Response: Yes. The topics of the Joint Initiatives have been selected together with the Commission Chairs; in fact, the final decision of these topics was that of the Commission Chairs. Each Commission Chair has appointed a project co-lead, to work alongside a co-lead from the Secretariat (appointed by the DG or Deputy DGs, as relevant).

**9. On the joint scalable initiatives, it would be useful to more clearly define the 'joint' nature of these initiatives; for example, are Commissions seen as equal partners for fund raising for these initiatives?**

Response: Yes. The project co-leads (see response to Q7 above) are equal partners for all activities necessary to implement these joint projects, including but not limited to fundraising. Roles and responsibilities have also been discussed and agreed during the recurring DG-Commission Chairs meetings. Commission Chairs are invited to revisit the minutes of these meetings, as necessary.

**10. Are these in the mandate of the CEM as adopted by the World Conservation Congress? If so, cite that. I don't see much mention of Congress here.**

Response: This is a question to the Chair of CEM.

The Secretariat takes this opportunity to reiterate that this Draft 2023 Workplan is that of the Secretariat only. Commission Chairs are required to submit their own workplans to Council, for approval. It is proposed that these questions are addressed in those documents.

**11. Have the Commission Chairs approved the paragraphs?**

Response: The paragraphs describing the planned joint work and priorities in 2023 (Sections 3.3-3.9) are a summary of the outcome of the joint Commissions-Secretariat planning workshop that took



place on 24 October 2022. Commission Chairs are welcomed to edit or comment on the Workplan text as part of this Council review process, and in their capacity as Council members.

12. I do not see anything here on polar regions, which is included in the WCPA Mandate; Southern Ocean MPAs remain a key issue, and work is now commencing on Southern Ocean KBAs. I think the Secretariat should include collaboration on Antarctic issues, including CCAMLR.

Response: This is a question for the Chair of WCPA. It is assumed that this will be covered in WCPA's annual workplan, for approval of Council.

With regard to CCAMLR – there are ongoing geopolitical issues beyond IUCN's remit and control, whereby a number of States have been blocking the three MPA proposals for years.

13. I assume WCPA will remain active on UN BBNJ; it is missing here. Rangers are also not mentioned which are also addressed in the WCPA Mandate and there will be the International Ranger Awards again next year.

Response: This is a question for the Chair of WCPA.

14. From Peter Cochrane: 2022 doesn't seem to have been a year of strong collaboration at all - it's been a year of complete hiatus. The GL Development was drafted in 2021 and has moved nowhere since; AND

15. Need to recognize the general lack of progress on the GL implementation since September 2021 till date- and referring to the paused processes and disruption in field implementation- (linking to Peter's comment on reputational risk)

Response: The GL Development Plan included recommendations for enhancing governance and management arrangements. There were difficulties in reaching agreement on these, prompting a decision to conduct an independent external review to ensure that governance arrangements are in line with statutory requirements and to remove structural conflicts of interest. In the meantime, the Green List programme has continued to expand, with new commitments for jurisdictions and sites. The only process that has been slowed down is the actual listing of sites that meet the Green List Standard.

It is anticipated that a decision will be reached once the issue is discussed at Council 108 Part II, Agenda item 6.

16. Antarctic and Arctic meetings?

Response: The Arctic Council has been suspended since the war in Ukraine.

The Ocean team is monitoring this space and will re-engage in these intergovernmental processes as soon as work on the Treaties resumes. It is important to note that additional funding will be required to enable meaningful engagement in these multilateral processes.

17. IMPAC evaluation – who is evaluating what? This evaluative piece needs to engage the respective commission chairs including WCPA - with common agreement on the ToRs.

Response: Please refer to the Report on Evaluations, which will be discussed at the next PPC meeting. This evaluation would be commissioned by the DG, in collaboration with WCPA. All Commission Chairs have already been informed; and Council Members present at the Africa Protected Areas Congress likewise expressed support for such an evaluation. The evaluation is intended to derive lessons learned to help IUCN improve in the future and should engage relevant Commission Chairs in the process. This is considered standard good practice.

Resolution 115 requests CEC, WCEL and CEESP to initiative a campaign to promote and support environmental defenders and whistleblowers. That is completely missing here in the IUCN draft programme. There is also nothing there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.; AND See discussions under CEC on WCEL Resolution 115.; AND Also, the WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g. global wildlife trafficking and on cross-cutting issues such as Arctic and Antarctic polar governance and protection of whistleblowers and environmental defenders but none of this is addressed in the draft workplan.; AND The CEESP Mandate priorities includes research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and corruption, but these issues are absent in the draft programme.

Response: These questions should be addressed to the respective Commission Chairs. It is assumed that the responses will be contained in the annual Commissions' workplans, for submission to and approval by Council.

18. Cost evaluation of resolutions - where is that at?

Response: Please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued).

For ease of reference, a high level estimate is also provided in the draft 2023 Budget (see Section 2.1. Statutory Objectives).

19. Resolutions need much more targeted attention than they currently receive; Commissions need additional support by the Secretariat through this portfolio of projects to achieve resolution objectives... and hence a strategic dialogue on resolutions between commissions and secretariat could be useful; specifically looking at gaps and priorities for funding support

Response: Agreed. This is in line with efforts and additional attention placed on Resolutions by the Director General. For more information at this stage, please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued)

20. This is probably not only a project issue, as is key for all of what IUCN does, including value proposition to Members, Commission members, influencing policy, communicating about the Union, etc.

Response: Agreed, valid point – hence the importance to maintain and enhance the capacity of the portfolio to deliver on the IUCN Programme.

21. I would like to see which parts of the Programme and which Resolutions are addressed through the project portfolio, and where there are gaps. AND

22. There are elements missing here, particularly in terms of implementation of key resolutions, that go beyond the programme areas as defined. This is focused on the programme areas of the approved programme, but leaves out key resolutions/issues.

Response: Please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued). An analysis has been conducted with the limited available resources.

23. Important to have a breakdown of grant-making vs other execution

Response: This is a work in progress. The data is currently not available. The Secretariat is in the process of aligning master data management behind grant solutions.

24. On Section "Implementation of the Financial Plan 2021-2024" in the draft 2023 Budget, PPC comment reads: This needs to be done in conjunction with efforts to address problems in the computation of Members' budgets. I'm not certain Members will agree to a 10% increase, nor am I certain it should be agreed.

Response: This target was set by FAC, approved by the Council in the Financial Plan 2021-2024 (which, in turn, has been approved by Congress). This report is simply taking the agreed targets and reporting where we are. 10% increase means that the overall income from the membership dues increases 10% by 2024. This could include for example, having more new members joining. This does not mean each membership due would increase 10%. If we do not wish to see the growth from the membership due income or do not want to include that in the Financial Plan, this should be discussed at FAC for the next Financial Plan (2025-2028).

25. General Comment: I am missing one important thing - what I wished -, from the program; this is empowering cooperation, the partnership element between national and regional committees and the HQ and its offices. Increasing co-operation in programs; i.e. developing, implementing and reporting together. And additionally, something more, equally important: Few percent of the membership fees of the members of the country or the region of the specific committee, allocated in the budget as core funding in order to facilitate, ease cooperation, between members themselves and HQ offices.

Response: Please refer to Section 1. Membership Engagement as well as Section 4. State of the project portfolio.

With regard to the last point, as per the Statutes (Art 71), Members can decide at any point in time to fund their respective National Committees appropriately.



IUCN Council 2021-25

**Programme and Policy Committee (PPC)**

**Virtual meeting, Monday 7 November 2022 from 12:00 to 13:30 UTC/GMT**

**PPC8 OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Committee <b>approved</b> the agenda without modification or addition.
2	<b>The Report from the Private Sector Task Force on the Extractive Sector Operational Framework and recommendations on TotalEnergies</b>	The Chair of the PSTF reported that the ToR, approved by PPC6, have been circulated to the four PSTF members.
3	<b>Update on Resolution 123 on synthetic biology</b>	The IUCN Council Programme and Policy Committee: <ol style="list-style-type: none"> <li>1. <u>Recommends</u> to Council the approval of the Terms of Reference and Process for implementation of Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation".</li> <li>2. <u>Recommends</u> to Council to take note of the request for financial support sent out by the Director General to IUCN government members that cast a vote on Resolution 123 at the World Conservation Congress in Marseille, September 2021.</li> </ol>
4	<b>Review and make recommendations on the IUCN 2023 work-plan</b>	Secretariat presented the 2023 Workplan to PPC.  PPC members received the draft work plan and budget in advance of the meeting, and had a good discussion. PPC was invited to submit comments via the Chair by 10 November with observations and comments shared during the PPC meeting being noted and incorporated (annex 1). PPC rather agreed that the Chair would set up a shared online Google document, with PPC comments. It would start with the Chair's comments, and then other PPC members were invited to submit further comments and suggested edits online or directly to her by COB 10 November, to enable her to submit consolidated comments.
5	<b>(Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces</b>	There are no additional updates on the implementation of Congress Resolutions and from the Committee Task Forces.
6	<b>Any other business pending for the next PPC meetings</b>	The next PPC meeting is to take place after 108 Council meeting Part I, which is on 29 November.  To be included in next agenda meeting: <ol style="list-style-type: none"> <li>1. Dates and time for the next PPC meetings</li> <li>2. Updates on the situation in the Virunga National Park and the progress on the statement from IUCN</li> <li>3. Introduction by the Interim Chair of the Climate Crisis Commission</li> <li>4. A brief touch-base on the IUCN outcomes of the forthcoming COPs</li> <li>5. Updates to the IUCN engagements in the World Heritage Conventions</li> <li>6. Introduction to the IUCN Programme Monitoring and Planning Process</li> <li>7. Report on evaluation as per the Strategic Planning and Reporting Framework</li> <li>8. Annual report of the implementation of all Resolutions prepared by International Policy Centre</li> <li>9. (Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces</li> </ol>

**PPC participants:**

- Sue Lieberman (Chair)
- Bibiana Sucre
- Brian Child
- Hasna Moudud
- Hilde Eggermont
- Kazuaki Hoshino
- Kristen Walker Painemilla
- Lolita Gibbons-Decherong
- Madhu Rao
- Peter Michael Cochrane
- Sean Southey
- Vilmos Kiszal

**Regrets & Proxies:**

- Angela Andrade (proxy to Sue)

**Secretariat:**

- Stewart Maginnis, Deputy Director General
- Antoine Ouellet-Drouin, Head, Programme Performance, Monitoring and Evaluation
- Antonia Mihaylova, Special Advisor to the Director General
- Sabrina Nick, Governance Unit
- Qiulin Liu, Junior Professional Officer, support Stewart
- David Goodman, Multilateral Policy Officer, International Policy Centre



108<sup>th</sup> Part I Meeting of the IUCN Council

29 November 2022

## 2023 Work Plan and Budget

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Note: this document includes the comments of PPC members. Please see the end of this document for general comments.

Origin: Director General

### REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

## Table of Contents

Part I.	3
Introduction	3
1. 3	
1.1. 3	
1.2. 5	
2. 6	
2.1. 6	
2.2. 6	
2.3. 8	
2.4. 8	
2.5. 9	
2.6. 9	
2.7. 10	
2.8. 10	
2.9. 10	
3. 11	
4. 12	
4.1. 12	
4.2. 13	
4.3. 14	
4.4. 16	
4.5. 18	
5. 19	
Part II.	21
1. 21	
2. 23	
2.1. 23	
2.2. 25	
3. 27	
4. 27	
5. 30	
Annex 1: Executive summary on risks associated to a potential stagflation	31

## Part I. 2023 Workplan

### 1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. 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 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

### 2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial 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 are at the very core of the Union's vision and mission.

#### 2.1. Membership

To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

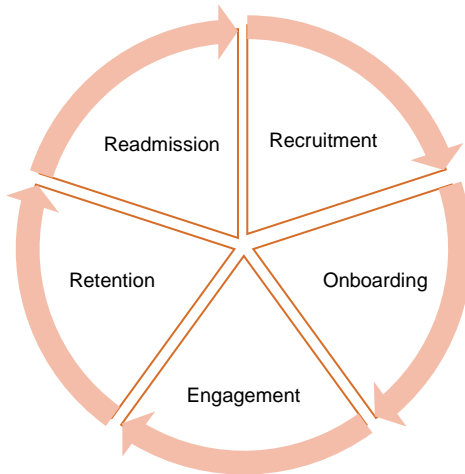
The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.



In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure SEQ Figure \* ARABIC 1: Membership lifecycle



- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
  - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefited from membership; and
  - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
  - As per Council Decision C107/10, the priority in 2023 will be to build and run a digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, Council, and Secretariat staff. The launch is planned for March 2023.
  - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
    - A new Member digital magazine
    - A revamped Union Digest newsletter
    - Member webinars and the ability for Members, Commission Chairs and members, Council members, and Committees to run their own Webinars via the digital member zone
    - Strengthen campaigns to mobilise Members on an IUCN-led position papers
    - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
    - Updates on World Conservation Congress Resolutions

**Commented [1]:** I recommend adding something on updating/modernising the application form for prospective new members. I suggest that the questions asked on sustainable use, for example, be changed to be more inclusive of other IUCN policies (and the sustainable use policy is outdated). IUCN is about far more than sustainable use, for example. The GCC can work on that with the Secretariat.

**Commented [2]:** This should also be available to existing members, whose focal point may be new, or who may value the opportunity to provide more information within their organisation or agency on IUCN membership.

**Commented [3]:** It would be great to have more details on this. What are the objectives, what will be new? Is it just improving what we already have? how does it relate to already existing platforms?

**Commented [4]:** Is this to mobilise members in development of positions, or in their advocacy? And "campaigns" may be the wrong word here.

**Commented [5R4]:** Agree with Sue. Would be important to start to think how to increase participation of members on developing position papers, not at a wordsmithing level, but e.g. could we have surveys to explore positions on broad matters? what are the priorities for our Members?

- Capacity building courses for Members (free and discounted)
  - Member briefings on funding opportunities and space for Members to build consortia via the digital Member zone
  - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
  - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
- An annual Member satisfaction survey
  - Exit interviews with Members that leave
  - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction, and Member retention. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

**Commented [6]:** Is this part of the Academy or something else? What capacity building courses are planned that will not be free, and can we have details?

**Commented [7]:** Should be a role for Councillors and Commission Chairs here as well

**Commented [8]:** should also include outreach to and networking via National and Regional Committees.

**Commented [9]:** Should work with Council on that, to design the questions to optimize utility of information (disaggregate based on Member type, region, etc.)

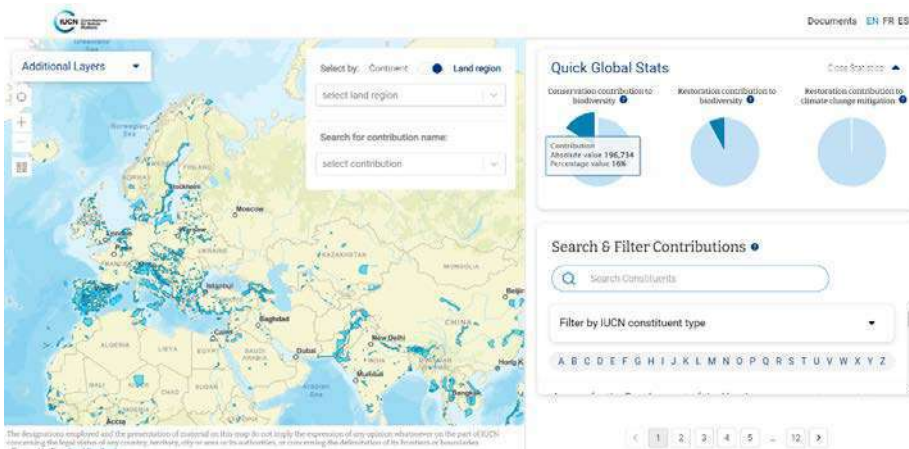
**Commented [10]:** This should be done in coordination with Council, particularly to fully understand the motivation behind Members that leave (or become Affiliates)

## 2.2. Contributions for Nature Platform

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contributions for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5-year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g, Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.



The platform can be accessed on the [IUCN website](#). We've set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contributions for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

**Commented [11]:** It would be key to have an estimate of when will the Platform include measures for other components of the IUCN Programme (oceans, freshwater, people)

### 3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative and financial support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond, which is not within the purview of the Secretariat to approve. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

#### 3.1. Commissions Support Unit

The Commission Support Unit will continue to support the work of the Commissions by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress and 26 October 2022, 13,368 scientific experts have joined or re-joined the Commissions. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.
- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the alignment between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's website. In 2023, the unit will work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

**Commented [12]:** a joint and periodic review of the CSU's support to the Commissions (financial, membership, communications, administration) is suggested.

**Commented [13]:** It is useful to indicate whether there is an increase in budget allocated towards the CSU given the addition of the new Commission and if not, a justification on how the 'continuation' of support is expected. There is need to indicate if the CSU will continue to support the Commission at the same level, reduced level or increased level in 2023; In 2022, Commissions have used COF to hire external support for financing and communications to complement the support that is available from the Secretariat.

**Commented [14]:** Would be useful to include the reference of how many Commission members were registered before Marseille. Have we managed to register all of them again, have we grown?

**Commented [15]:** Are Commission Chairs supportive of this focus?

**Commented [16]:** What is meant by aligning processes.

**Commented [17]:** Perhaps add updating the websites?

**Commented [18]:** It is important to indicate here some of the lessons learned on the new website launch in 2022 and what's going to change in 2023; Website support to Commissions is a fundamental aspect of Commission support by the Secretariat; 4 months into the new website launch, we are still grappling with incomplete, erroneous information on the website.

**Commented [19]:** Is this the role of the Secretariat?

**Commented [20]:** I have become aware that the Secretariat/DG is launching an "audit" of the Commissions. I would like to discuss what this is, see the plan, etc. What sort of audit is this? It seems to be something not within the purview of the Secretariat, but I would like further understanding, from the DG/Secretariat and Commission Chairs. What is the budget?

**Commented [21]:** By whom?

#### 3.2. Joint Commission- Secretariat Programme work

##### Recurring DG-Commission Chairs meetings

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

##### Engagement architecture

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the Protected Areas Team), it was agreed to introduce a strategic level

Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of the Commissions and ensure issues are dealt with at senior management level. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

**Joint scalable initiatives**

The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas
World Commission on Environmental Law	Rights of Nature (see also Resolution section below) Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

**Commented [22]:** Is this agreed by Commission Chairs?

**Commented [23]:** on the joint scalable initiatives, it would be useful to more clearly define the 'joint' nature of these initiatives; for example, are Commissions seen as equal partners for fund raising for these initiatives?

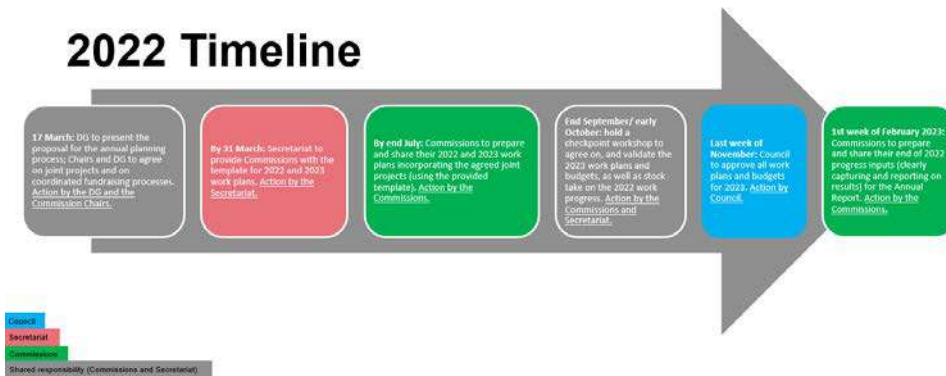
**Aligning the planning and budgeting processes of the Secretariat and Commissions**

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN constituencies/components. Figure 2 below provides a high-level summary of the agreed process.

**Commented [24]:** I'm not sure what is meant by alignment of the planning and reporting processes. Please clarify this new concept of 'alignment'

**Commented [25]:** Need a different word. Commission Chairs or Commissions are not constituencies, nor is the Secretariat. I prefer 'components', since that's in the statutes I believe.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

**Commented [26]:** Same as above; is this administrative or financial, or ?

All of these needs to be done with the full input and engagement of Council.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

### 3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together. ~~All three are in alignment with IUCN's impact targets.~~

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide governments to prioritise restoration at national or sub national level.

### 3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue ~~its~~ ~~their~~ strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two ~~regional Pparks e~~Congresses that took place in 2022 and ~~the~~IMPAC5 (~~Marine Protected Areas Congress~~) that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an ~~evaluative piece to be conducted in 2023.~~

An additional area of ~~strong collaboration~~ is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- ~~To support the implementation of Draft Target 3 by State members and non-State members by building capacity to utilize and implement the technical guidance developed by WCPA. Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;~~
- ~~To develop new technical IUCN guidance as needed Further hone and develop IUCN guidance~~ with an emphasis on effectiveness of protected and conserved areas for sites and systems ~~including~~

**Commented [27]:** Are these in the mandate of the CEM as adopted by the World Conservation Congress? If so, cite that. I don't see much mention of Congress here.

**Commented [28]:** Are you referring to the IUCN programme? Perhaps refer or cite the sections. As for all the Commissions, as CEM signed off on this?

**Commented [29]:** Isn't this within the purview of CEM? Input from the Secretariat is of course valuable.

**Commented [30]:** Has the WCPA Chair signed off on this?

**Commented [31R30]:** no- we were not consulted on this text hence please see my comments below.

**Commented [32R30]:** Thanks Madhu. Sign-off by all Chairs should be a clear requirement.

**Commented [33]:** I do not see anything here on polar regions, which is included in the WCPA Mandate; Southern Ocean MPAs remain a key issue, and work is now commencing on Southern Ocean KBAs. I think the Secretariat should include collaboration on Antarctic issues, including CCAMLR.

I assume WCPA will remain active on UN BBNJ; it is missing here.

Rangers are also not mentioned which are also addressed in the WCPA Mandate and there will the International Ranger Awards again next year.

**Commented [34]:** with a request for secretariat to kindly consult with Commissions on the text prior to inclusion in the workplan moving forward.

**Commented [35]:** from Peter Cochrane: 2022 doesn't seem to have been a year of strong collaboration at all - it's been a year of complete hiatus. The GL Development was drafted in 2021 and has moved nowhere since

**Commented [36]:** need to recognize the general lack of progress on the GL implementation since september 2021 till date- and referring to the paused processes and disruption in field implementation- (linking to Peter's comment on reputational risk)

**Commented [37]:** This evaluative piece needs to engage the respective commission chairs including WCPA - with common agreement on the ToRs

**Commented [38]:** Who is evaluating what?

**Commented [39]:** collaboration that recognizes WCPA as equal partners in all aspects of the work related to supporting implementation of Target 3

**Commented [40]:** You can't assume it will be adopted, although we hope so.

**Commented [41]:** Are these joint Secretariat activities or WCPA activities with Secretariat input? The key technical expertise is in the Commission, of course.

**Commented [42]:** this section as it relates to WCPA needs to be focused on Target 3 and other related targets not the entire GBF; building on the technical ...

**Commented [43]:** Just for Target 3/30x30 or ? Say something about building on the large body of work already done by WCPA.

by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas;

- To continue to support the identification, recognition and reporting of OECMs using IUCN WCPA guidance.
- To ensure that all new and ongoing projects developed by the Secretariat on each of the above (30x30, OECMs, Green List Standard) are in close collaboration and equal partnership with the Commission on all stages of project inception, design and implementation, and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

### 3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships, in addition to the mandate of the SSC as adopted by the World Conservation Congress. The work of the Commission is defined in the mandate, organised around species conservation cycle: Assess, Plan, Act. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. This is an area of work that has great growth potential and includes activities such as distribution of print and digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) national NBSAPs reports, media articles, among others.

Finally, the **Red List on Threatened Species™** fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species. These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

### 3.6. Commission on Education and Communication

In 2023, **#NatureforAll** will remain the initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

**Commented [44]:** What about work to influence policy? CITES, CBD, CMS, etc. This is also something that Secretariat works very closely with SSC in.

**Commented [45]:** Has the SSC Chair signed off on this?

**Commented [46]:** This is sort of written as if the SSC reports to the Secretariat, but of course that's not the case. It's a bit confusing.

**Commented [47]:** As above, has this been signed off by the CEC Chair?

**Commented [48]:** Resolution 115 requests CEC, WCEL and CEESP to initiate a campaign to promote and support environmental defenders and whistleblowers. That is completely missing here in the IUCN draft programme. There is also nothing there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.

### 3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the **Rights of Nature** project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the **IUCN Environmental Law Centre in Bonn**, in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), **and** ocean law (UNCLOS).

**Commented [49]:** As above, has this been signed off by the WCEL Chair?

**Commented [50]:** See discussions under CEC on WCEL Resolution 115.

Also, the WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g. global wildlife trafficking and on cross-cutting issues such as Arctic and Antarctic polar governance and protection of whistleblowers and environmental defenders but none of this is addressed in the draft workplan.

**Commented [51]:** I assume that's in the mandate of WCEL, as adopted by the WCC; if so, cite that.

### 3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work (**to deliver on its mandate**) includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of "advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet" through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

**Commented [52]:** As above, has this been signed off by the CEESP Chair?

**Commented [53]:** See above on Resolution 115.

The CEESP Mandate priorities includes research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and corruption, but these issues are absent in the draft programme.

### 3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be ironed out in Q1 of 2023.

**Commented [54]:** As above, has this been signed off by the CCC Chair?

**Commented [55]:** Mention that the CCC ISC is developing a draft mandate for the CCC as well, which will be presented to Council.

As the work progresses, and following the upcoming millstone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023, for submission to Council.

**Commented [56]:** Meaning? Do you mean millstone?

#### 4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN constituency component. It is important to note that some Resolutions call for action from multiple constituencies components.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are the core work of IUCN and all of its components, as they are the direction provided from the Members to the Council, Commissions, and Secretariat, to the Union's DNA. The Members of IUCN are the final decision-makers. It is imperative they are implemented effectively to ensure the Union's work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning to all current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the MarseilleMarielle Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.

**Commented [57]:** There are resolutions that may not be relevant to all Members (e.g., a landlocked country and NGOs in that country will not find marine resolutions as relevant). Nor are they relevant to all stakeholders. That's a bit much.

**Commented [58]:** Where is that at?

As per the Strategic Planning and Reporting Framework found in the Council Handbook (Annex 2), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

**Commented [59]:** Cost to the Secretariat?

Some Resolutions can and are being subsidised implemented through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN's portfolio which pursues a holistic programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

**Commented [60]:** I disagree with the term 'subsidised' here. The Resolutions directing the work of the Secretariat are core; I appreciate the Secretariat obtaining funding externally, but that work implements but does not subsidise. The Secretariat should not engage in projects that are not part of the Programme, Resolutions, or other decisions of the Congress.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the central-Union Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation.

**Commented [61]:** Resolutions need much more targeted attention than they currently receive; Commissions need additional support by the Secretariat through this portfolio of projects to achieve resolution objectives..and hence a strategic dialogue on resolutions between commissions and secretariat could be useful; specifically looking at gaps and priorities for funding support

Many Resolutions from past Congresses remain valid and under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

**Commented [62]:** What do you mean by 'central Union'?

**Commented [63]:** But it also demonstrates that much of the work on resolutions is delivered by Commissions. Fundraising needn't just be by the Secretariat.



The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst subsidising all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General's Office, Communications, Commissions Operating Funds, Finance and IT amongst other).

In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

## 5. State of the project portfolio

### 5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, the value of the project portfolio will continue its upward trend compared to previous years increasing from CHF 824m to CHF 925m (see Figure 3 below). 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 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

Figure 3: Project Portfolio Value

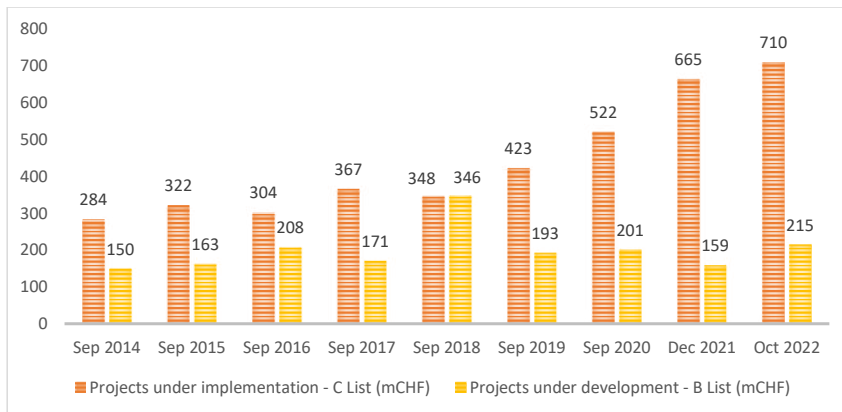


Table 1: Basic portfolio information for C and B List projects 2022-2023

	C List <sup>1</sup>		B List <sup>2</sup>	
	2022	2023	2022	2023

<sup>1</sup> Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

<sup>2</sup> Based on annual budget data for B List projects, only restricted funding.

**Commented [64]:** What do you mean by the "Union part of the budget"?

**Commented [65]:** I agree with Peter. Also, some of the "cost for the Secretariat" of implementing dues should come out of staff salary allocations, since resolutions are a priority from the Members.

**Commented [66]:** Not necessarily.

**Commented [67]:** from Peter Cochrane: Some resolutions receive external funding,

**Commented [68]:** I don't like the wording that the Secretariat is "subsidising" functions that serve Members: that is a key role of the Secretariat, and not a subsidy.

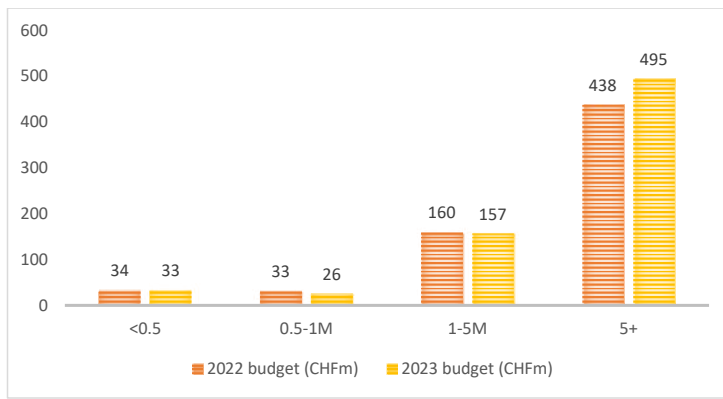
**Commented [69]:** It would be hugely important to include some breakdown of how many Members engage in projects? How many projects engage Members and Commissions? In broad categories, who are those organizations IUCN implements projects with or gives grants to? Distribution per region and per Programme Area.

**Commented [70]:** This is probably not only a project issue, as is key for all of what IUCN does, including value proposition to Members, Commission members, influencing policy, communicating about the Union, etc.

Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN's ability in securing funding for large scale projects.

Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Error! Reference source not found.4). Of the 2023 budget, two thirds (66.1%) are allocated at the national level, while the last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

Commented [71]: Reference error

Table 2: 2023 Budget by location for C List and B List factored-in projects

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
<b>TOTAL</b>	<b>136.9</b>	<b>100%</b>

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 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 organisation globally.

Commented [72]: There must always be good performance on the Programme.

Table 3: Portfolio value and share for C List projects 2022-2023

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%

Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
<b>Total</b>	<b>665</b>	<b>100%</b>	<b>710</b>	<b>100%</b>

In 2023, three quarters (75%) 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 Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF)) which together fund 45% of the total C List budget for 2023.

Table 4: Top 2023 donors - C List

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission <sup>3</sup>	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development <sup>4</sup>	USAID	4.9
United Nations Environment Programme <sup>5</sup>	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme <sup>6</sup>	UNDP	2.6
The Royal Commission for AIUIa	-	1.9

### 5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

#### Definitions

**Executing role:** IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.<sup>7</sup>

<sup>3</sup> Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

<sup>4</sup> Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

<sup>5</sup> Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

<sup>6</sup> Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

<sup>7</sup> Grant-making is one of the key delivery mechanisms as an executing role.

o Grant making – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

Implementing role: IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing funds to executing partners.

Service level agreement: Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

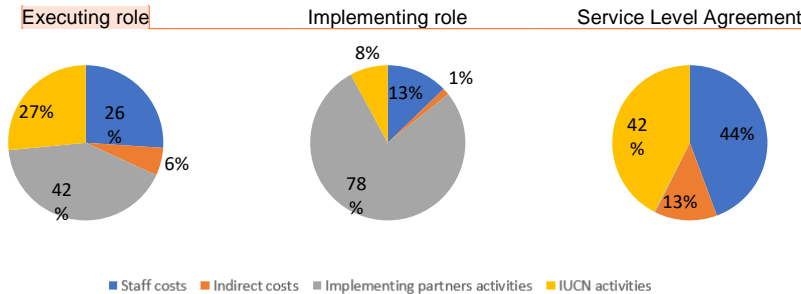
**Portfolio distribution by project type**

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

**Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
<b>C</b>	<b>25.9</b>	<b>5.3</b>	<b>62.2</b>	<b>24.4</b>	<b>117.8</b>
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
<b>B</b>	<b>6.2</b>	<b>1.3</b>	<b>6.0</b>	<b>5.6</b>	<b>19.1</b>
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
<b>Grand Total</b>	<b>32.2</b>	<b>6.5</b>	<b>68.2</b>	<b>30.1</b>	<b>136.9</b>

The following figures show 2023 budget allocations per expense type and project type for C projects:



**Commented [73]:** Important to have a breakdown of grant-making vs other execution

The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

#### 5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the "Sharm el Sheikh Partnership for Nature-based Solutions" with IUCN. The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, [in collaboration with IUCN government and NGO Members](#), through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN's Regional offices, collaboration with Commissions and beyond.

In 2023, there are also a number of international events which will help us strengthen IUCN's work around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

**Commented [74]:** I would like to see which parts of the Programme and which Resolutions are addressed through the project portfolio, and where there are gaps.

**Commented [75]:** There are elements missing here, particularly in terms of implementation of key resolutions, that go beyond the programme areas as defined. This is focused on the programme areas of the approved programme, but leaves out key resolutions/issues.

**Commented [76]:** Which one? CBD? UNFCCC?

**Commented [77]:** Don't forget the Members here

**Commented [78]:** Antarctic and Arctic meetings? BBNJ?

Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)

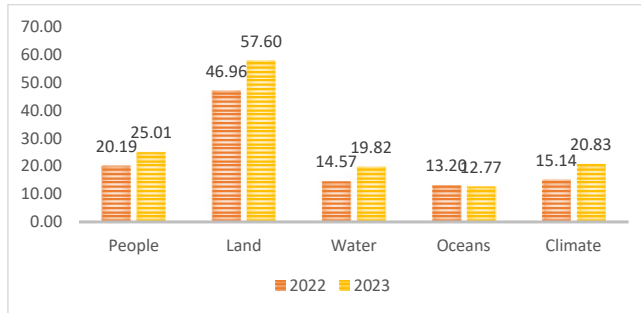


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets. xxxx

Table 6: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

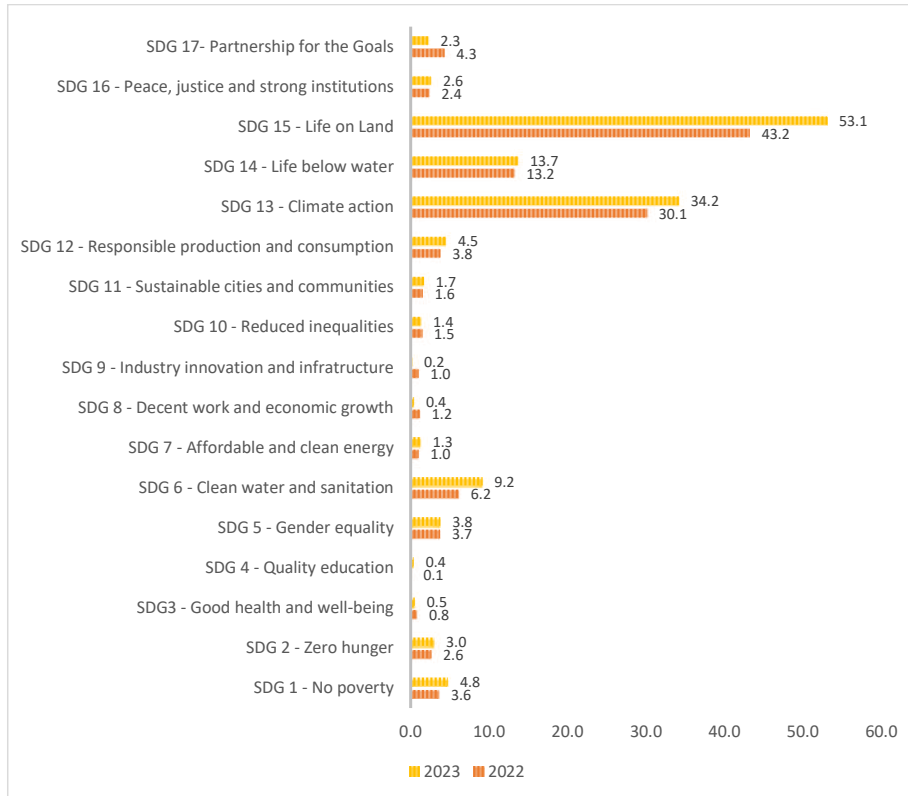
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%

IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
<b>Sub-total Climate</b>	<b>20.83</b>	<b>15%</b>
Programme Support	1.10	1%
<b>TOTAL</b>	<b>137.13</b>	<b>100%</b>

### 5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget<sup>8</sup>. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



<sup>8</sup> Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

## 6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> <li>- Geopolitical events in Eastern Europe</li> <li>- Global economic trends</li> </ul>	<ul style="list-style-type: none"> <li>i) Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>ii) Increase value proposition on unrestricted to attract more funding</li> <li>iii) Focus on high quality project outputs and “tell the story” better, by using hard data, to secure funding</li> <li>iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>v) Regular interactions with IUCN's key donors on their funding priorities and foreseen shifts/cuts</li> <li>vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.</li> </ul>
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <ul style="list-style-type: none"> <li>- Un-balanced mix of projects</li> <li>- approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Pipeline structure review</li> <li>ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy</li> <li>iii) Analysis to rebalance portfolio growth</li> <li>iv) Stronger accountability in performance and financial results</li> </ul>
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <ul style="list-style-type: none"> <li>- Limited monitoring capacity and tools</li> <li>- Gaps in internal skills and training capacity for portfolio management</li> <li>- Gaps in implementing partners screening</li> </ul>	<ul style="list-style-type: none"> <li>i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio</li> <li>ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management</li> </ul>

**Commented [79]:** Projects, even in the development phase, must clearly deliver on the IUCN Programme, and/or Resolutions of the Congress.



<ul style="list-style-type: none"> <li>- Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs)</li> <li>- Poor portfolio design</li> </ul>	<ul style="list-style-type: none"> <li>iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance)</li> <li>iv) Rigorous due diligence process for partners</li> </ul>
<p>Programme execution:</p> <p>Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> <li>- Selection of downstream partners and capacity assessment gaps</li> <li>- Current economic trends</li> <li>- Unsustainable portfolio growth</li> </ul>	<ul style="list-style-type: none"> <li>i) Rigorous due diligence process for partners</li> <li>ii) To embed partners strengthening components at project design</li> <li>iii) Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>iv) Analyse, and if required, revise and update financial reporting</li> </ul>

Given the world's economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.

## Part II. 2023 Budget

### 1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

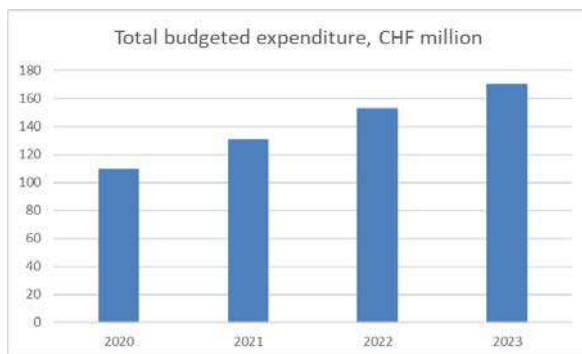
#### Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

Figure 7: Total budgeted expenditure, CHF million



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation, operational efficiency and organisational effectiveness.

#### Overall financial situation

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. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the Union part of IUCN's budget is challenging and can only currently be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

Figure 8: Income trends, CHF million

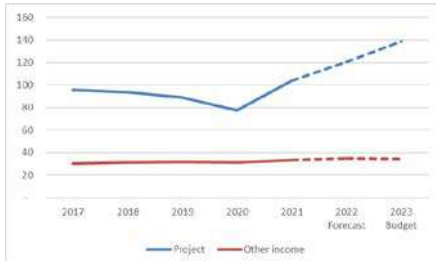
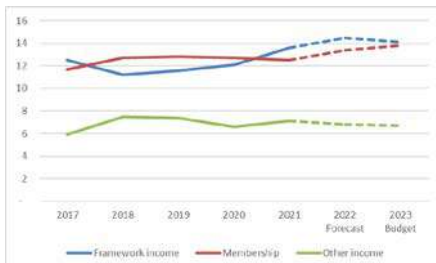


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



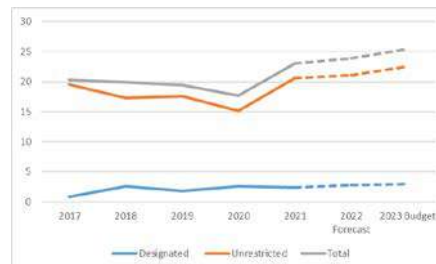
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

### Reserves

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

Figure 10: IUCN reserves, CHF million



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 its reserves to support higher levels of risk.

## 2. Budget summary

Table 7 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
<b>Income</b>						
<b>Union income</b>						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
<b>Total Union income</b>	<b>14.3</b>	<b>14.3</b>	<b>15.1</b>	<b>-</b>	<b>15.1</b>	<b>16.0</b>
<b>Programme</b>						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
<b>Total programme income</b>	<b>122.4</b>	<b>136.3</b>		<b>156.9</b>	<b>156.9</b>	<b>137.7</b>
<b>Total income</b>	<b>136.7</b>	<b>150.6</b>	<b>15.1</b>	<b>156.9</b>	<b>172.0</b>	<b>153.7</b>
<b>Expenditure</b>						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
<b>Total operating costs</b>	<b>66.9</b>	<b>68.7</b>	<b>16.2</b>	<b>55.0</b>	<b>71.2</b>	<b>74.1</b>
<b>Project activities</b>						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
<b>Total project activities</b>	<b>64.5</b>	<b>78.1</b>	<b>-</b>	<b>98.4</b>	<b>98.4</b>	<b>78.6</b>
<b>Other costs</b>						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6	0.3	-	0.3	-
<b>Total expenditure</b>	<b>131.1</b>	<b>149.3</b>	<b>17.0</b>	<b>153.4</b>	<b>170.4</b>	<b>152.7</b>
<b>Operating result</b>	<b>5.6</b>	<b>1.3</b>	<b>(1.9)</b>	<b>3.5</b>	<b>1.6</b>	<b>1.0</b>
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
<b>Surplus/(deficit)</b>	<b>4.6</b>	<b>1.2</b>	<b>(2.0)</b>	<b>3.4</b>	<b>1.4</b>	<b>1.0</b>

### 2.1. Union budget

#### a) Summary

The Union budget covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership and Commission support (HQ and regional levels)
- Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another core activity of the Union is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Union part of the budget yet. The numbers still need to be consolidated.

#### b) Income

**Membership dues** are budgeted at CHF 12.7m. This is based on the membership as at September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

**Other income** is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Union budget, the balance is allocated to the programme budget.

#### c) Expenditure

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

**Commented [80]:** This needs to be modified in the context of the Decision of the Council on knowledge products.

Expenditure outside the usual staff costs and activities to maintain and support the union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2).

#### d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 8.

Table 8: Reserve transfers

CHF m	2021	2022	2023	2023	2023
	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
<b>Total</b>	<b>(1.1)</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

## 2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

#### a) Income

**Framework income** is budgeted at CHF 14.1m. 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 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed.

**Project income** comprises donor income for specific projects. The amount budgeted is CHF 138.5m. 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 2022 forecast (CHF 117m). 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. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

#### b) Expenditure

**Staff costs** are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

**Other operating costs** are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.

**c) Project activities**

**IUCN project activities** are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

**Implementing partner activities** are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

**d) Total project expenditure**

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. 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 funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

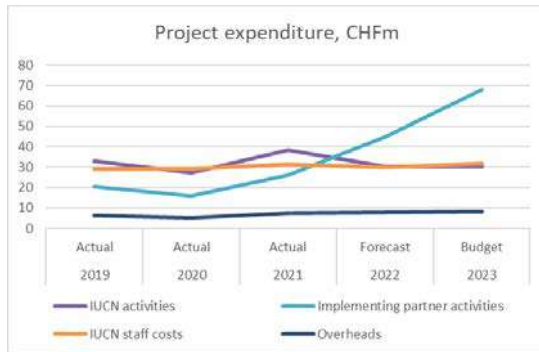


Table 9 provides the value of the project expenditure components for the years 2021 to 2023

Table 9: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
<b>Total project expenditure</b>	<b>103.7</b>	<b>112.6</b>	<b>138.5</b>	<b>108.9</b>

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

**e) Programme investments**

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3<sup>rd</sup> year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

### 3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 10: Progress against Financial Plan targets

Target	Target value	Period	2023 progress
Increase membership dues	10%	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio:		Year-on-year	Increase of 7% in aggregate compared to 2022 budget
<ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%		Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery.  (The target value in the Financial Plan was erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

**Commented [81]:** This needs to be done in conjunction with efforts to address problems in the computation of Members' budgets. I'm not certain Members will agree to a 10% increase, nor am I certain it should be agreed.

### 4. Analysis of the 2023 budget by organisational structure

Table 11 below presents the 2023 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 partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term "Headquarters" denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

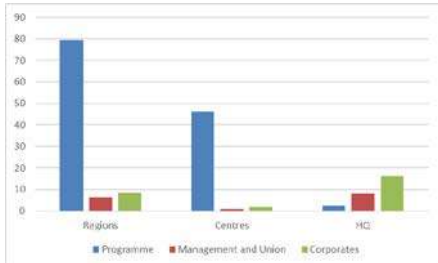


Table 11: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
<b>Regional programmes</b>									
<b>Expenditure</b>									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
<b>Total expenditure</b>	<b>22.6</b>	<b>4.1</b>	<b>26.7</b>	<b>21.8</b>	<b>45.7</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>Centres</b>									
<b>Expenditure</b>									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
<b>Total expenditure</b>	<b>17.6</b>	<b>1.1</b>	<b>18.7</b>	<b>7.8</b>	<b>22.5</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>Headquarters</b>									
<b>Expenditure</b>									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
<b>Total expenditure</b>	<b>18.0</b>	<b>8.1</b>	<b>26.1</b>	<b>0.5</b>	<b>-</b>	<b>26.6</b>	<b>100%</b>	<b>24.5</b>	<b>100%</b>
<b>Provisions</b>									
<b>Expenditure</b>									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
<b>Total expenditure</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>100%</b>	<b>-</b>	<b>-</b>
<b>Total</b>									
<b>Expenditure</b>									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	16%
<b>Total expenditure</b>	<b>58.2</b>	<b>13.8</b>	<b>72.0</b>	<b>30.1</b>	<b>68.2</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.

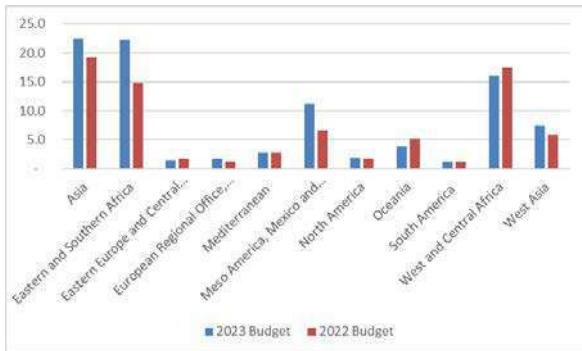
Figure 12: Analysis of 2022 budget by organisational group and function



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

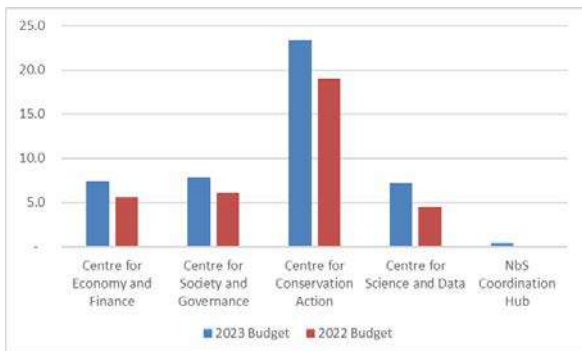
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

Figure 13: Regional programmes: total budgeted expenditure



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 14: Centres: total budgeted expenditure



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

## 5. Risks inherent in the 2023 budget

The main risks for 2023 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

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 other income sources.

**Risk response:** All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### 2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents. This represents 14% of total budgeted expenditure.

**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, including staffing implications.

**Risk Level:** Medium

**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 reason. 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. Council is working on addressing the issue, particularly for venue-based organisations (e.g. zoos, aquaria, botanical gardens, museums).

**Risk response:** A provision of CHF 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

**Risk Level:** Low

**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. Foreign exchange markets are currently

quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

**Risk response:** The risk of exchange losses on framework contracts 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 in place 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:** Medium

**Risk Owner:** Chief Finance Officer

#### **5. Investment losses**

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

**Risk response:** The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

**Risk Level:** Low

**Risk Owner:** Chief Finance Officer

## e) Annex 1: Executive summary on risks associated to a potential stagflation

### Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

### Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

### Preliminary identification and potential mitigations

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
<b>Risk:</b> Organisational and operational support and portfolio operations are becoming more complex	<ul style="list-style-type: none"> <li>• Slower economic growth</li> <li>• Higher inflation</li> <li>• Financial stress in some emerging market and developing economies where we execute projects</li> <li>• Size of the portfolio has grown over the past few years</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing power of donor contract decline</li> <li>• Issues for budget reallocation</li> <li>• Unable to deliver full scope of projects</li> <li>• Operational delays</li> <li>• Cost of living crisis and famine leading to social unrest and shift in priorities</li> <li>• Increase inherent risk due to the size of the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Forecast the impact of inflation on projects' budget</li> <li>• Evaluate the impact of inflation on projects in close cooperation with donors</li> <li>• Request additional funds/work with donor to adapt project budget where impacts are expected</li> <li>• Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management</li> </ul>
<b>Risk:</b> Donor may redefine their funding strategy towards IUCN due to economic trends	<ul style="list-style-type: none"> <li>• GDP is projected to shrink.</li> <li>• Sharp tightening of monetary policy in advanced economies</li> </ul>	<ul style="list-style-type: none"> <li>• IUCN's portfolio at risk</li> <li>• Stabilisation/reduction on unrestricted and/or restricted funding sources</li> <li>• IUCN struggles to fund its core budget</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio alignment / adjustment based on changes in funding priorities.</li> <li>• Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding)</li> <li>• Focus on high quality project outputs and "tell the story" better to secure funding</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
			<ul style="list-style-type: none"> <li>• Strategic initiative targeting areas with less stagflation or humanitarian funding sources</li> <li>• Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts</li> <li>• Ensure application of IUCN budget architecture and overhead policy as well as project costing tool</li> <li>• Diversify funding (i.e. strategically target those industry with less hit)</li> </ul>
<b>Risk:</b> Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> <li>• Slow European economic growth compared to Switzerland</li> <li>• Attraction of CHF as a safe haven currency</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in EUR, GBP, and Scandinavian currencies against the CHF</li> <li>• Reduction in CHF value of framework funds</li> </ul>	<ul style="list-style-type: none"> <li>• Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts</li> <li>• Assess options to hedge 2023 framework contributions</li> </ul>
<b>Risk:</b> IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> <li>• Higher inflation</li> <li>• Employment continuity is uncertain</li> <li>• Job market volatility</li> <li>• Salaries scales do not reflect the actual market</li> </ul>	<ul style="list-style-type: none"> <li>• Staff may claim higher wages</li> <li>• Challenges in retaining staff</li> <li>• Challenges in attracting new talent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cost of labour monitoring and cost of labour adjustment policy.</li> <li>• Implement hazard pay policy for specific national contexts.</li> <li>• Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)</li> </ul>
<b>Risk:</b> Membership dues payment default	<ul style="list-style-type: none"> <li>• Economic instability and budget cuts by countries and their agencies</li> <li>• Reduction in financial resources of NGO members</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in funding, leading to reduction in flexibility and inability to meet objectives.</li> <li>• Reduction in financial resources of NGO members</li> <li>• Members leave IUCN</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out membership strategy</li> <li>• Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.)</li> <li>• Manage discussion with the WG on membership dues, GCC and FAC to be clear on the consequences of any action related to membership dues</li> </ul>

<b>Risk/Opportunity</b>	<b>Risk drivers</b>	<b>Consequences/Impact</b>	<b>Mitigations actions</b>
		<ul style="list-style-type: none"> <li>Financial loss may prevent IUCN to invest in new initiative to support the membership</li> </ul>	<ul style="list-style-type: none"> <li>Better forecast membership due income (i.e. potential survey)</li> </ul>
<p><b>Risk/Opportunity:</b> <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> <li>Delicate task to find the right policy mix that will bring inflation down without triggering a recession</li> <li>Influence negatively or accelerate positively the green recovery agenda.</li> <li>Increased focus on food security</li> </ul>	<ul style="list-style-type: none"> <li>Programme does not respond to donor needs (threat)</li> <li>Higher demand on IUCN services (opportunity)</li> </ul>	<ul style="list-style-type: none"> <li>Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant)</li> <li>Maintain strong dialogue with State Members and donors on green agenda</li> <li>Ensure policy and portfolio is aligned with topics of focus were possible</li> </ul>

General comments from PPC members

Vilmos Kizsel: I am missing one important thing - what I wished -, from the program; this is empowering cooperation, the partnership element between national and regional committees and the HQ and its offices. Increasing co-operation in programs; i.e. developing, implementing and reporting together. And additionally, something more, equally important: Few percent of the membership fees of the members of the country or the region of the specific committee, allocated in the budget as core funding in order to facilitate, ease cooperation, between members themselves and HQ offices.





IUCN Council 2021-25

## Finance and Audit Committee (FAC)

Virtual meeting, 11 November 2022 from 12:00 to 14:30 UTC (14:00 to 16:30 CEST)

### Present:

Rick Bates Chair  
Nihal Welikala, Treasurer  
Sonia Castañeda Rial  
Ayman Rabi  
Ali Kaka  
Jon Paul Rodriguez

### Apologies:

Catherine Iorns – proxy to Rick Bates  
Marco Cerezo  
Said Damhoureyeh – proxy to Ayman Rabi  
Jong Soo Yoon  
Norbert Baerlocher

### Secretariat

Bruno Oberle, Director General (DG)  
Mike Davis, Chief Financial Officer (CFO)

## FACT7 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
	<b>Approval of the Agenda</b>	The Committee <b>approved</b> the agenda
<b>1</b>	<b>2023 Budget</b>	<p>1. Presentation 2. content of what we want to report to Council 3. Recommendation on approval</p> <p>The CFO presented the 2023 budget, noting the following key points:</p> <ul style="list-style-type: none"><li>• A surplus of CHF 1.4m was budget compared to a Financial Plan surplus of CHF 1.0m</li><li>• Membership dues, framework income and other unrestricted income were broadly in line with 2022</li><li>• Project income and expenditure was 18% higher than the forecast for 2022, reflecting growth in the project portfolio</li><li>• The total expenditure budget for 2023 was CHF 170m compared to a forecast of CHF 149m for 2022</li></ul> <p>The DG explained that the presentation of the budget had been changed compared to 2022 to show Union components (i.e. the income and expenditure related to implementing the statutory requirements) separate from the programme part of the budget. The Union component of the budget had different risks and deserved specific attention to ensure that the main requirements mandated by the statutes were funded and fulfilled. Key challenges were funding the implementation of the resolutions and maintaining the knowledge products.</p>

No	Agenda Item	For information / discussion / decision
		<p>FAC Comments:</p> <ul style="list-style-type: none"> <li>• The term “Union” should be revisited and revised as it was considered too broad.</li> <li>• Further information on the use of membership dues and allocations to the regions was requested.</li> </ul> <p>Following discussion, the FAC agreed as follows:</p> <p>The FAC requested the following changes to the budget document:</p> <ul style="list-style-type: none"> <li>• That an alternative heading be used for the “Union” component of the budget as this term was considered too broad. (Secretariat response: “union” component renamed to “Statutory objectives”)</li> <li>• That a cost breakdown of the “Union” part of the budget be provided. (Secretariat response: Table 8 added)</li> <li>• That details of allocations of framework income and membership dues to the regions is provided (Secretariat response: Annex 2 added)</li> </ul> <p><b>FAC recommendation</b></p> <ul style="list-style-type: none"> <li>• Subject to the above amendments, the FAC recommends that Council approves the 2023 budget.</li> <li>• The FAC further recommends that once the financial review in respect of the 20-year strategy has been completed, the FAC reviews the report to determine if any amendment to the budget is needed to allow key recommendations to be progressed, rather than waiting until the next budget year.</li> </ul> <p>Additional FAC comments:</p> <ul style="list-style-type: none"> <li>• The FAC requested a report on the CHF 1m allocated for institutional strengthening, including an assessment of whether the change objectives had been met.</li> <li>• FAC noted its recommendations on the risks arising from projects discussed at the Nov 1 meeting were very relevant to the section in the budget on the project portfolio</li> <li>• FAC pointed out that the consultant reviewing IUCN finances will provide insight and recommendations on several strategic financial challenges facing the organization, including governance issues related to financial oversight, recommendations on the level of reserves, the costs and service strategy for HQ and the regions, and new revenue options.</li> <li>• The FAC agreed to a further review of the budget document with the objective of providing the Secretariat with guidance on the structure and content of future budgets with the objective of facilitating Council’s oversight role. This would include clarifying where the level of detail should be greater. While Council should not be focusing on individual line items, it requires details on initiatives of strategic importance, and irregular expenses in order for it to perform its oversight and advisory role.</li> <li>• The FAC recommends that the Secretariat be more proactive with project funding sources to help shape the project portfolio alignment with IUCN priorities</li> <li>• The FAC and the Secretariat should review the schedule for development of the budget to provide more time for FAC review. This should include input at the front end of budget development.</li> <li>• FAC asked the Secretariat to discuss with FAC and a couple of commission representatives to see if there is a viable way to represent the work of commissions in the budget.</li> </ul>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>• The FAC asked if the budget complied with Regulation 92. The CFO replied that it did.</li> <li>• The FAC agreed to provide the Secretariat with a fuller description of areas for which further detail and analysis is needed to support discussion at an upcoming FAC meeting. These include: analysis of trends over three years in the project portfolio, including by country of location; an illustrative analysis of recent large projects; an analysis on the profitability of projects where returns are capped by the donor and revenues shared with partners; income statement with comparatives to show separately a) recurrent or routine expenditure b) non-routine expenditure; more granular analysis to include cumulative investment and planned versus actual outcomes in areas such as investment in Traffic; revenue strengthening and diversification initiatives; IT investment and strategy versus recurrent expenses; investment trends and plans in regions and branches; staff expense trends by location, function, headcount and costs, with a summary of profitability by location.</li> </ul>
8	AOB	There was no additional business



6<sup>th</sup> Meeting of the Governance and Constituency Committee, 1<sup>st</sup> November 2022

*Agenda Item GCC6/2*

**Consideration of 14 membership applications**

Origin: Director General

**REQUIRED ACTION:**

The Governance and Constituency Committee is invited to **MAKE A RECOMMENDATION** to the IUCN Council on the 14 following membership applications:

Fourteen (14) new membership applications, which have been filed by 30 June 2022, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations;

**DRAFT COUNCIL DECISION**

On the recommendation from the GCC, the IUCN Council **APPROVES** or **DEFERS** or **REJECTS** the admission of xx Members.

**Background**

The application and admission process for any organisation/institution interested in becoming an IUCN Member is governed by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

**Consideration of the membership applications**

The Governance and Constituency Committee is invited to consider the 14 membership applications and to make a recommendation to IUCN Council. As per the admissions process, all applications were shared with IUCN Members (Regulation 14).

**1. Fourteen (14) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations**

The Governance and Constituency Committee is requested to make a recommendation to the IUCN Council on the 14 new membership applications which have received no objections from IUCN Members. See **Annex I** for the list of applications. *In the table of Annex I, click on the link in the right hand column to open the application form with the information provided by each applicant, the endorsement letters, feedback received from due diligence process and the assessment form completed by the Secretariat when reviewing membership applications.*

These 14 applications were submitted by the deadline of 30 June 2022 and circulated to IUCN Members on 24 August 2022. Members had until 21 September 2022 to submit an objection (Regulation 15). No objections were received.

*Following Council decision [C/94/13](#), Councillors and National/Regional<sup>1</sup> were requested to answer a set of questions on each new submitted application. The feedback received for some of the applications is available through the links provided for each application in **Annex I**. Additional questions to applicants, also endorsed by Council in May 2018, were answered directly by the applicants through the application form, also available through the links in **Annex I**.*

<sup>1</sup> The IUCN Interregional Committee for Europe, North and Central Asia must be requested also for future applications.

**Membership Applications  
submitted by 30 June 2022**

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website ( If the website does not open please copy-paste the link into a new browser)	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Ajemalebu Self Help	AJESH	Cameroon	<a href="https://www.ajesh.org/">https://www.ajesh.org/</a>	National NGO	NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun, Cameroon ( <i>Organization for the Nature, Environment and Development of Cameroon</i> ) NG/25569 Action Plus, Benin	<a href="#">AJESH</a>
	2	Centre d'Appui au Développement local Participatif Intégré ( <i>Integrated Local Development Support Unit</i> )	CADEPI	Cameroon	<a href="http://cadepi.org">http://cadepi.org</a>	National NGO	NG/24856 Cameroon Environmental Watch, Cameroon NG/25162 Support to Women and Rural People Center, Cameroon	<a href="#">CADEPI</a>
	3	Nature-Communautés-Développement ( <i>Nature - Communities - Development</i> )	NCD	Senegal	<a href="https://www.birdlife.org/partners/senegal-nature-communautes-developpement/">https://www.birdlife.org/partners/senegal-nature-communautes-developpement/</a>	National NGO	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal ( <i>Senegalese Association for Friends of Nature</i> ) 2) NG/25896 Partenariat Régional pour la Conservation des Zones Côtières, Senegal ( <i>Regional Partnership for the Conservation of the Coastal Zones</i> )	<a href="#">NCD</a>
North America and the Caribbean	4	North American Grouse Partnership	NAGP	United States of America	<a href="https://www.grousepartners.org">https://www.grousepartners.org</a>	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium NG/25729 Wild Sheep Foundation, USA	<a href="#">NAGP</a>
	5	Outward Bound International	OBI	United States of America	<a href="https://www.outwardbound.net">https://www.outwardbound.net</a>	International NGO	Canada National Committee of IUCN Members NG/595 Canadian Wildlife Federation, Canada	<a href="#">OBI</a>
	6	The Explorers Club	TEC	United States of America	<a href="http://www.explorers.org">http://www.explorers.org</a>	National NGO	NG/25972 Conservation X Labs, Inc., USA NG/25824 Thinking Animals, Inc., USA	<a href="#">TEC</a>
	7	Women for Conservation	W4C	United States of America	<a href="https://www.womenforconservation.org">https://www.womenforconservation.org</a>	National NGO	NG/25609 National Whistleblower Center, USA NG/26051 Galapagos Conservancy, USA	<a href="#">W4C</a>
South and East Asia	8	Nihon Washitaka Kenkyu Center (The Japan Falconiformes Center)	JFC	Japan	<a href="http://www.wa.commufa.jp/jfc/">http://www.wa.commufa.jp/jfc/</a>	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium	<a href="#">JFC</a>
	9	Climate Change Center	CCC	Republic of Korea	<a href="http://www.climatechangecenter.kr/eng/">http://www.climatechangecenter.kr/eng/</a>	National NGO	GA/24860 Korea National Park Service, Korea Korea National Committee of IUCN Members	<a href="#">CCC</a>
	10	Ecomom Korea	ECOMOM	Republic of Korea	<a href="http://www.ecomomkorea.org/">http://www.ecomomkorea.org/</a>	National NGO	NG/25233 National Nature Trust, Korea NG/25713 World Heritage Promotion Team of Korean Tidal Flats, Korea	<a href="#">ECOMOM</a>

**Membership Applications  
submitted by 30 June 2022**

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website ( If the website does not open please copy-paste the link into a new browser)	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	11	Odense ZOO	Odense ZOO	Denmark	<a href="https://www.odensezoo.dk/">https://www.odensezoo.dk/</a>	National NGO	NG/772 Zoologisk Have København (Copenhagen Zoo ), Denmark NG/25166 Stiftelsen Nordens Ark (Nordens Ark Foundation ), Sweden	<a href="#">Odense ZOO</a>
	12	Stichting 'European Foundation for Falconry and Conservation"	EFFC	The Netherlands	<a href="https://www.ef-fc.org/">https://www.ef-fc.org/</a>	National NGO	IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium (Federation of Associations of Hunting and Conservation of Wildlife of the European Union )	<a href="#">EFFC</a>
	13	Fundación para la investigación en etología y biodiversidad (Foundation for research on ethology and biodiversity)	FIEB	Spain	<a href="https://www.fiebfoundation.org/">https://www.fiebfoundation.org/</a>	National NGO	NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain (Centre for Continuing Education and the Dissemination of Environmental Information of Galicia ) NG/25232 Fundación Oxígeno, Spain	<a href="#">FIEB</a>
	14	The British Association for Shooting & Conservation	BASC	United Kingdom	<a href="https://basc.org.uk/">https://basc.org.uk/</a>	National NGO	IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium (Federation of Associations of Hunting and Conservation of Wildlife of the European Union) IN/1615 Nordic Hunters' Alliance, Denmark	<a href="#">BASC</a>



Meeting of the Governance and Constituency Committee, 1<sup>st</sup> November 2022  
Agenda Item GCC6/3

**Change of category or name of IUCN Members and notification about State Members**

Origin: Director General

**REQUIRED ACTION:**

The Governance and Constituency Committee is invited to:

1. Make a recommendation to the IUCN Council regarding the request from three IUCN Members to change their membership category.
2. Take note of the change of name of five current Member organisations and inform the IUCN Council of these name changes.
3. Take note of the notification related to the membership of two States and inform the IUCN Council.

**DRAFT COUNCIL DECISION**

On the recommendation from the GCC, the IUCN Council

1. APPROVES the request from three IUCN Members to change their membership category (as per table below).
2. TAKES NOTE of the name changes of five current IUCN Members (as per table below).
3. TAKES NOTE of the notification related to the membership of two States (as per table below).

**Background**

**1. Change of membership category of three current Member organisations**

According to Regulation 21 of the IUCN Statutes:

*On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.*

The change of membership category of the following three Members need to be considered:

Member ID	Name	Country	Current category	Requested new category
a. NG/252	Zoological Society of London	United Kingdom	National NGO	Affiliate
b. NG/279	Smithsonian Institution	United States of America	National NGO	Affiliate
c. GA/25675	The Scottish Government (Environment and Forestry Directorate)	United Kingdom	Government agency	Subnational government

- a. The **Zoological Society of London, UK, (ZSL)** admitted in 1965, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021. This is a temporary solution until a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.
- b. The **Smithsonian Institution, USA**, admitted in 1966, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021. This is a temporary solution until a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.  
They have highlighted that despite the need for the status change to be retroactive to 2022, they remain fully committed supporting the goals and programs of IUCN. These have never been more important, given the enormous challenges now facing the world's biodiversity and the key role that natural capital needs to play in achieving sustainable development and carbon reduction goals.
- a. The **Scottish Government (Environment and Forestry Directorate), United Kingdom**, admitted in May 2017, has requested to move from the **Government agency** category to the **Subnational government** category, following the approval of the new membership category at the 2020 World Conservation Congress. They submitted an official request, which confirms that they meet all the statutory requirements for the Subnational government category. Their annual dues will remain unchanged (group 9: CHF 11,890). They also requested a membership name change to "The Scottish Government", which is indicated in the next section.

In line with Article 5 of IUCN Statutes, the institution has confirmed that:

They are a devolved parliamentary democracy entity that **has been elected according to the rules in force in UK** and is **autonomous in any decision-making process** relating to domestic environmental issues insofar as they relate to the functions of the IUCN. Therefore, they have:

- (i) competences to adhere to the Statutes of IUCN;
- (ii) effective decision-making authority in the field of conservation of nature; and/or
- (iii) competences to provide for the equitable and ecologically sustainable use of natural resources; and
- (iv) confirmed that their decisions are not governed by the UK Government.

## 2. Change of name of five current IUCN Member organisations

The Governance and Constituency Committee is requested to take note of the change of name of the following five current IUCN Member organisations and to inform the IUCN Council accordingly:

Member ID	Previous name	New name	Country
NG/25530	Union of Municipalities for Aegean and Marmara Environment	Aegean and Marmara Union of Environmental Municipalities	Turkey
GA/25049	Ministry of Mahaweli Development and Environment	Ministry of Environment	Sri Lanka
NG/1583	Aula del Mar - Malaga Asociación para la Conservación del Medio Marino	Fundación Aula del Mar Mediterraneo	Spain
ST/25410	Ministerio de Vivienda Ordenamiento Territorial y Medio Ambiente	Ministerio de Ambiente	Uruguay
GA/25675	The Scottish Government (Environment and Forestry Directorate)	The Scottish Government	United Kingdom



### 3. Notification related to membership of States

The Governance and Constituency Committee is requested to take note of the following information related to the membership of two State Members and to inform the IUCN Council accordingly:

Member ID	Name	Country	Comments
ST/24792	Ministério da Cultura, Turismo e Ambiente República de Angola	Angola	Angola State was withdrawn following rescission on 10.02.22. Their membership was reactivated on 23.03.2022 after receipt of their outstanding dues.
ST/25503	Instituto da Conservação da Natureza e das Florestas	Portugal	Portugal re-joins as State Member on 13.10.2022 after being withdrawn in 2013 following rescission. The State is represented by the Instituto da Conservação da Natureza e das Florestas (Institute for Nature Conservation and Forests), which has been a Government agency Member of IUCN since 2015.



IUCN Council 2021-25  
**Governance and Constituency Committee (GCC)**  
 (6<sup>th</sup> Meeting)  
 Virtual meeting, Tuesday 1 November 2022 from 15:00 to 17:00 UTC/GMT

**GCC 6 OUTCOMES AND RECOMMENDATIONS TO BUREAU OF IUCN COUNCIL**

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee <b>approved</b> the agenda without modification or addition.
2	<b>Membership dues recommendations to Bureau</b>	<p>GCC members reviewed 14 membership applications by e-mail correspondence (9 out of 13 GCC members submitted their reviews): all 14 applications were filed by 30 June, received no objections from IUCN Members and according to the Secretariat fulfil the requirements of the IUCN Statutes and Regulations.</p> <p>After considering concerns regarding the sustainability of falconry practises, the GCC reminded that membership applications that fall within a specific thematic/field (eg. falconry, zoo, etc) need to be treated with consistency.</p> <p>GCC requested Secretariat to send a note to the IUCN SSC to ask for advice on the topic of falconry and conservation, in order to have a reference for any future similar applications.</p> <p>GCC decided to defer decision on the application from The British Association for Shooting &amp; Conservation, United Kingdom, given concerns that the applicant might not be complying fully with Article 7 of the Statutes (IUCN's objectives), especially with regards to the "shooting" aspect highlighted in their mission. Secretariat is asked to i) seek more clarity from the proponent on the shooting element (quality reference of activities including a baseline and a quantitative assessment of the organization's conservation efforts), and ii) ask SSC for input and iii) share other additional information received.</p> <p><b>GCC recommends that the IUCN Council:</b></p> <p><b>APPROVES</b> the admission of 13 Members as per Annex; and</p> <p><b>DEFERS</b> its consideration of the application from The British Association for Shooting &amp; Conservation pending a recommendation from GCC following receipt of additional information on the applicant's activities.</p> <p>(Annex 1 - List of organisations/institutions recommended for admission)</p>
3	<b>Applications for change of membership category and notifications about Member States and name changes of IUCN Members</b>	<p>The Committee reviewed the requests for change of membership category from three current IUCN Members, reviewed the change of name of five current IUCN Members and took note of information related to the membership of two State Members.</p> <p>The Smithsonian Institution and the Zoological Society of London requested that their dues are changed retroactively as of 1st of January 2022.</p> <p>The Legal Advisor explained the reasons for not recommending the approval of a retroactive change of membership category to be effective as of 1st of January 2022 to avoid payment of higher membership dues in a given category. As a way of principle, the change of Membership category, like the admission, is effective as from the moment it is decided by GCC/Council. A change from the NGO to the affiliate category implies different rights and obligations for the Member concerned and the payment of the membership dues cannot be dissociated from the relevant Members' category. Accepting the retroactivity would therefore set a delicate precedent, especially in case the Member concerned would already have exercised any right linked to its current membership category that it would not have had if it had been an affiliate.</p> <p><b>The Committee reviewed the requests for change of membership category from three current IUCN Members and recommends that Council:</b></p> <p><b>NOTES</b> with deep concern the increasing number of IUCN Members that are requesting to change their membership category to Affiliate as a result of the new Membership dues.</p> <p><b>APPROVES</b> the request from three IUCN Members to change their membership category (Annex 2); and</p> <p><b>TAKES NOTE</b> of the name changes of five current IUCN Members (Annex 2)</p>

		<p>TAKES NOTE of the notification related to the membership of two States.</p> <p>GCC decided not to consider at this time the request for retroactivity of the membership category change and wait for the results of the Council Working Group on Membership Dues.</p> <p>GCC requested Secretariat to inform the two Member organisation on the ongoing work of the Council Working Group on Membership Dues.</p>
4	<b>Report of Advisory Group on Decision 148</b>	<p>The Chair of the group presented the Progress report of the Advisory Group (AG) for the Revision of the IUCN Statutes and the Group's vision on key elements of a hybrid Congress, that would require changes in the Statutes (<a href="#">Progress Report</a> et <a href="#">timeline</a>).</p> <p>The Committee welcomed the progress report and provided some feedback. GCC approved the AG Chair to present a short progress report to Council on 29 November 2022 and suggests discussion will be held during the second part of the 108th Council meeting from 17 to 19 January 2023 in Abu Dhabi.</p> <p>GCC recommends that the IUCN Council:</p> <p>Authorizes the Advisory Group to consult the IUCN membership on key aspects agreed by the Advisory Group presented in its Progress Report to GCC.</p>
5	<b>Report of the Council Working Group on Membership Dues</b>	<p>Secretariat presented to GCC the numbers and information requested at GCC5 (<a href="#">Membership Dues Report</a> and <a href="#">presentation from WG meeting</a>). The Chair of the Working Group presented her views on progress within the group and asked for more time to finalise the report</p> <p>GCC agreed, while the overall picture shows that the number of non-paying Members, has decreased, both work of the Working Group and communications with Members shall continue.</p> <p>GCC agreed on the importance of progressing the issue of the membership dues for the venue-based organisations and Zoos, and recommends it to be discussed at the 108<sup>th</sup> Council meeting Part II in January 2023</p>
6	<b>Membership application form</b>	<p><b>a) Updated revised questions on sustainable use for the Membership application form</b> (task from GCC4)</p> <p>GCC discussed this and some members felt that consistency in terms of adherence to other policies were not shown by this question as well as that the questions were too detailed and thereby could affect membership. The Chair proposed that his agenda item shall be reviewed by e-mail correspondence before the 108<sup>th</sup> meeting of the Council (Part II).</p> <p>Document: <a href="#">GGC6/6a Membership application form_DRAFT Questions sustainable use policy</a></p> <p><b>b) Secretariat update on the online membership application platform</b></p> <p>Secretariat is digitizing the full application/review and due diligence process to make it more user-friendly and efficient for the applicant, GCC and Secretariat.</p> <p>GCC thanked Secretariat for the work and takes note of the process.</p>
7	<b>A.O.B.</b>	<p><b>a) Discussion on Council Decision 107/21 on the review of the Regulations concerning the appointment of the Legal Adviser</b></p> <p>The Chair of GCC reminded members on the discussions on the Legal Adviser during the 7<sup>th</sup> Bureau meeting. Based on Council Decision 107/21, the Chair proposed the formation of a TF which will focus on revising the Regulations concerning the appointment of the Legal Adviser and developing procedures for the appointment of the Legal Adviser. GCC agreed to form a Task Force chaired by Cristina Voigt and asked other members of GCC to flag interest to join the Task Force via e-mail.</p> <p><b>b) Commenting on the Program and Budget</b></p> <p>Two GCC members raised that it is within GCC responsibilities to (Annex 3, 3.c) "improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regional tasks". It was suggested the responsible GCC focal points provide feedback on the 2023 budget to FAC Chair who would then forward it to Council on behalf of GCC</p> <p><b>c) Next GCC meeting</b></p> <p>GCC agreed to confirm the next GCC meeting taking place in-person and for a full day scheduled on 17 January just prior to Part II the 108 Council meeting. If needed, GCC might meet at the end of Council meeting on 19 January. Meanwhile, important GCC matters are to be dealt with via e-mail correspondence.</p>
<b>Council participants:</b>		<b>Regrets &amp; Proxies</b>
<ul style="list-style-type: none"> <li>- Vivek Menon, Chair</li> <li>- Maud Lelièvre, Vice-Chair (left after 1h40, proxy to Imen)</li> </ul>		<ul style="list-style-type: none"> <li>- Carl Amirgulashvili – proxy to John</li> <li>- Ramiro Batzin Chojoj – proxy to Imen</li> </ul>

<ul style="list-style-type: none"><li>- Ana Di Pangracio</li><li>- Christina Voigt</li><li>- Gloria Ujor</li><li>- Imen Meliane</li><li>- John Smaranda</li><li>- Keping Ma</li><li>- Shaikha Salem Al Dhaheri</li><li>- Sixto Incháusteguí</li><li>- Ramon PerezGil (leaves after 2h, proxy to Vivek)</li></ul>	<p><b>Secretariat:</b></p> <ul style="list-style-type: none"><li>- Grethel Aguilar, Deputy Director General</li><li>- Sabrina Nick, Governance Unit</li><li>- Sandrine Friedli-Cela (for items 1 to 6)</li><li>- Iain Stewart, Head of Membership and Commission Support</li><li>- Fleurange Bieri, Consultant, Membership and Commission Support</li></ul>
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## Annex 1: List of organisations/institutions recommended for admission

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Ajemalebu Self Help	AJESH	Cameroon	<a href="https://ajesh.org/">https://ajesh.org/</a>	National NGO	NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun, Cameroon ( <i>Organization for the Nature, Environment and Development of Cameroon</i> ) NG/25569 Action Plus, Benin	<a href="#">AJESH</a>
	2	Centre d'Appui au Développement local Participatif Intégré ( <i>Integrated Local Development Support Unit</i> )	CADEPI	Cameroon	<a href="http://cadepi.org">http://cadepi.org</a>	National NGO	NG/24856 Cameroon Environmental Watch, Cameroon NG/25162 Support to Women and Rural People Center, Cameroon	<a href="#">CADEPI</a>
	3	Nature-Communautés-Développement ( <i>Nature - Communities - Development</i> )	NCD	Senegal	<a href="https://ncdsenegal.org/">https://ncdsenegal.org/</a>	National NGO	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal ( <i>Senegalese Association for Friends of Nature</i> ) 2) NG/25896 Partenariat Régional pour la Conservation des Zones Côtières, Senegal ( <i>Regional Partnership for the Conservation of the Coastal Zones</i> )	<a href="#">NCD</a>
North America and the Caribbean	4	North American Grouse Partnership	NAGP	United States of America	<a href="https://www.grousepartners.org">https://www.grousepartners.org</a>	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium NG/25729 Wild Sheep Foundation, USA	<a href="#">NAGP</a>
	5	Outward Bound International	OBI	United States of America	<a href="https://www.outwardbound.net">https://www.outwardbound.net</a>	International NGO	Canada National Committee of IUCN Members NG/595 Canadian Wildlife Federation, Canada	<a href="#">OBI</a>
	6	The Explorers Club	TEC	United States of America	<a href="http://www.explorers.org">http://www.explorers.org</a>	National NGO	NG/25972 Conservation X Labs, Inc., USA NG/25824 Thinking Animals, Inc., USA	<a href="#">TEC</a>
	7	Women for Conservation	W4C	United States of America	<a href="https://www.womenforconservation.org">https://www.womenforconservation.org</a>	National NGO	NG/25609 National Whistleblower Center, USA NG/26051 Galapagos Conservancy, USA	<a href="#">W4C</a>

South and East Asia	8	Nihon Washitaka Kenkyu Center (The Japan Falconiformes Center)	JFC	Japan	<a href="http://www.wa.commufa.jp/jfc/">http://www.wa.commufa.jp/jfc/</a>	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium	<a href="#">JFC</a>
	9	Climate Change Center	CCC	Republic of Korea	<a href="http://www.climatechangecenter.kr/eng/">http://www.climatechangecenter.kr/eng/</a>	National NGO	GA/24860 Korea National Park Service, Korea Korea National Committee of IUCN Members	<a href="#">CCC</a>
	10	Ecomom Korea	ECOMOM	Republic of Korea	<a href="http://www.ecomomkorea.org/">http://www.ecomomkorea.org/</a>	National NGO	NG/25233 National Nature Trust, Korea NG/25713 World Heritage Promotion Team of Korean Tidal Flats, Korea	<a href="#">ECOMOM</a>
West Europe	11	Odense ZOO	Odense ZOO	Denmark	<a href="https://www.odensezoo.dk/">https://www.odensezoo.dk/</a>	National NGO	NG/772 Zoologisk Have København ( <i>Copenhagen Zoo</i> ), Denmark NG/25166 Stiftelsen Nordens Ark ( <i>Nordens Ark Foundation</i> ), Sweden	<a href="#">Odense ZOO</a>
	12	Stichting "European Foundation for Falconry and Conservation"	EFFC	The Netherlands	<a href="https://www.ef-fc.org/">https://www.ef-fc.org/</a>	National NGO	IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium ( <i>Federation of Associations of Hunting and Conservation of Wildlife of the European Union</i> )	<a href="#">EFFC</a>
	13	Fundación para la investigación en etología y biodiversidad ( <i>Foundation for research on ethology and biodiversity</i> )	FIEB	Spain	<a href="https://www.fiebfoundation.org/">https://www.fiebfoundation.org/</a>	National NGO	NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain ( <i>Centre for Continuing Education and the Dissemination of Environmental Information of Galicia</i> ) NG/25232 Fundación Oxígeno, Spain	<a href="#">FIEB</a>

## Annex 2: Applications for change of membership category and notifications about Member States and name changes of IUCN Members

### 1. Change of membership category of three current IUCN Member organisations

Member ID	Name	Country	Current category	Requested new category
a. NG/252	Zoological Society of London	United Kingdom	National NGO	Affiliate
b. NG/279	Smithsonian Institution	United States of America	National NGO	Affiliate
c. GA/25675	The Scottish Government (Environment and Forestry Directorate)	United Kingdom	Government agency	Subnational government

### 2. Change of name of five current IUCN Member organisations

Member ID	Previous name	New name	Country
NG/25530	Union of Municipalities for Aegean and Marmara Environment	Aegean and Marmara Union of Environmental Municipalities	Turkey
GA/25049	Ministry of Mahaweli Development and Environment	Ministry of Environment	Sri Lanka
NG/1583	Aula del Mar - Malaga Asociación para la Conservación del Medio Marino	Fundación Aula del Mar Mediterraneo	Spain
ST/25410	Ministerio de Vivienda Ordenamiento Territorial y Medio Ambiente	Ministerio de Ambiente	Uruguay
GA/25675	The Scottish Government (Environment and Forestry Directorate)	The Scottish Government	United Kingdom

### 3. Notification related to membership of States

Member ID	Name	Country	Comments
ST/24792	Ministério da Cultura, Turismo e Ambiente República de Angola	Angola	Angola State was withdrawn following rescission on 10.02.22. Their membership was reactivated on 23.03.2022 after receipt of their outstanding dues.
ST/25503	Instituto da Conservação da Natureza e das Florestas	Portugal	Portugal re-joins as State Member on 13.10.2022 after being withdrawn in 2013 following rescission. The State is represented by the Instituto da Conservação da Natureza e das Florestas (Institute for Nature Conservation and Forests), which has been a Government agency Member of IUCN since 2015.

### Annex 3: GCC responsibilities

	Tasks/output	Description	Documents	GCC focal point	Collaboration	Milestones					
						C108 Dec 2022	C109 May 2023	C110 Nov 2023	C111 May 2024	C112 Nov 2024	C113 Feb 2025
<b>1. External Governance Review</b>											
1.a)	Complete the implementation of the Council Response to 2019 Governance External Review	The implementation of the remaining parts of the Council Response.	- External Governance Review - Council Response	Ramon	GCC advises Council	C108 discussion of proposals DG	C109 approval			C112 light external review	
<b>2. Revision of Statutes</b>											
2.a)	Consider new reforms (of Council procedures and/or Statutes) to increase the effectiveness of IUCN	Each component of the Union effectively performs its statutory functions (incl. revision of the norms on The Legal Adviser)		Tbd  Christina is Focal point of the Task Force on Legal Advisor							
2.b)	Reform Statutes for increased Member involvement DEC-148	Council 107 requested GCC 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.	<a href="#">WCC-2020-Dec-148</a>	Imen, Ana and Ramon	Council members with Advisory Group 148	Discussion of AG 148 proposed amendments to IUCN Statutes, Rules and Regulations	Approval of amendments to IUCN Statutes, Rules and Regulations	e-vote IUCN Members			
2.c)	Improve Congress at the aid of Lessons learned from past editions <sup>1</sup>	Council C107 requested 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; b. <b>draft amendments to the Statutes, Rules of Procedure and/or Regulations to improve the motions process</b> , aligning both the content and approval process of its proposals with those of the Advisory Group on the revision of the Statutes.	Lessons learned from the Motions process (link to be added)	tbd					Council approval of possible amendments		

<sup>1</sup> This task goes under category of Statutes revision and Resolutions.



**3. Membership Value Proposition**

3.a)	Strengthen role and support for Commissions	Each component of the Union effectively performs its statutory functions		Vivek, Sixto, John							
3.b)	Effectively deliver the One Programme-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	Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work		Vivek, Sixto, John	In coordination with: - PPC/FAC Commission Chairs		Results of survey	approval revised membership value proposition (based on results of survey)			
3.c)	Improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regions	Greater equity in the distribution of IUCN resources		Vivek, Shaikha							
3.d)	Retain and grow State party membership	Number of State members is increased		Suggestion: Carl	-						
3.e)	Follow up on the implementation of the membership strategy			Ma							

3.f)	Resolve issues around new membership dues	WG to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions		Maud, Ma, Ana	In coordination with FAC And Secretariat	changes to the new Dues Guide that would require electronic voting of the membership					
3.g)	Revision of the Membership Application Form	In Council C107 and in GCC 2, it was stated that the Membership application form needs to be updated (incl. sustainable use policy)		Ramon							
<b>4. Resolutions</b>											
4.a)	Ensuring implementation of all Resolutions and Decisions requiring action by Council (e.g. Decision 145)	GCC to study the reflections, in consultation with representatives from Members, National/Regional/Interregional Committees and the Global Group for National and Regional Committee Development, taking into account the comments received from Members during the online discussion and at Congress, as summarised in the report of the Governance Committee of the Congress. GCC to develop proposals on establishment, operating rules and oversight of National, Regional and Interregional Committees for consultation with the Members and submission to an electronic vote by IUCN Members during the intersessional period.	<a href="#">WCC-2020-Dec-145</a>	Imen, Shaikha							
4.b)	Increase effectiveness and transparency of the motions process	Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes. Proposals will need to be harmonized with those resulting from DEC 148 process and the lessons learnt from 2021 Congress.		Imen, Ana and Ramon			approval reform proposals	e-vote IUCN Members			
4.c)	Improve Congress at the aid of Lessons learned from past editions <sup>2</sup>	Council C107 requested the standing committees to prepare for Council approval: a. <b>broad guidance for the next motions process</b> for both the Motions Working Group (when it will have been established) and the Secretariat;	Lessons learned from the Motions process (link to be added)	tbd					Council approval of possible amendments		

<sup>2</sup> This task goes under category of Statutes revision and Resolutions.

