



IUCN COUNCIL 2021-2025

Decisions of the IUCN Council and its Bureau adopted by electronic communication between meetings

(Listed hereafter in chronological order)

Preliminary note:

The IUCN Statutes and Regulations enable the IUCN Council and its Bureau to take decisions by electronic communication between its meetings. All such decisions are recorded in the present document.

The Statutes require that, in order to become effective, all decisions of the Bureau are 'validated' by the IUCN Council through the no-objection procedure described in Regulation 58. The list hereafter only records the decisions of the Bureau that have been validated by the Council.

All decisions adopted by the Council or the Bureau during meetings, virtual or in person, are posted separately on the IUCN website under the heading of the meeting which adopted them. See the [webpage](#).

C/I – 12 March 2022 – Call for expressions of interest, incl. criteria, for the positions of IC and member of the ISC of the Climate Crisis Commission

Decision C/I

The IUCN Council,
On the recommendation of the Bureau of the IUCN Council ([decision B1/2, 4 March 2022](#)),
Approves the Call for expressions of interest, incl. criteria, for the positions of Interim Chair and member of the Interim Steering Committee of the Climate Crisis Commission. (Annex 1)

B/I – 9 August 2022 – Admission of new IUCN Members

Decision B/I

The Bureau of IUCN Council,
On the recommendation of the Governance and Constituency Committee,
Approves the admission of 16 Members applying for membership (Annex 2).

B/II – 9 August 2022 – Members changing membership category or their name

Decision B/II

The Bureau of the IUCN Council,
On the recommendation of the Governance and Constituency Committee,
Approves the request from three IUCN Members to change their membership category (Annex 3); and
Takes note of the name changes of five current IUCN Members (Annex 4).

B/III – 11 August 2022 – Appointment to the steering committee of CEM

Decision B/III

The Bureau of the IUCN Council,
On the recommendation of the Chair of the IUCN Commission on Ecosystem Management (CEM),
Appoints as member of the Steering Committee of CEM: Ms Shalini Dhyani (*Vice Chair for Asia, India*).

C/II – 18 August 2022 - Terms of Reference of the Intersessional Council Working Group for the development of a new 20-year Strategic Vision

Decision C/II

The IUCN Council,
Endorses the Terms of Reference of the Intersessional Council Working Group for the development of a new 20-year Strategic Vision recommended by the Bureau pursuant to Council decision C107/16 (Annex 5)

C/III – 14 October 2022 - Membership of the Interim Steering Committee of the IUCN Climate Crisis Commission

Decision C/III

The IUCN Council,
On the recommendation of the Interim Chair of the IUCN Climate Crisis Commission pursuant to Council decision C107/2 (February 2022),

Appoints the following individuals as members of the Interim Steering Committee of the IUCN Climate Crisis Commission:

- 1 Andrea Carmen (USA)
- 2 Ana Tiraa (Cook Islands)
- 3 Christopher Dunn (USA)
- 4 Brendan Mackey (Australia)
- 5 Natalie Morata (France)
- 6 Li (Aster) Zhang (China)
- 7 Chiara Oberle (Swiss, Italian)
- 8 Mina Esteghamat (Iran)
- 9 Daniela Ortiz (Colombia)
- 10 Daniel James Jiron (USA)
- 11 Aby Drame (Senegal)
- 12 Scott Fulton (USA)
- 13 Cathy Yitong (UK)
- 14 Myrna T. Semaan Haber (Lebanon)
- 15 David King (South Africa)
- 16 Sunita Chaudhary (Nepal)
- 17 Mark McGuffie (UK)
- 18 Michael Wilson (USA)
- 19 Ravi Prasad (India)
- 20 Ramiro Fernandez (Argentina)

Requests the Interim Chair to present to Council, by the 1st quarter of 2023, proposals to address the geographical imbalances in the membership of the Steering Committee;

Requests the Interim Chair to ensure that all Steering Committee members declare any relevant interests and these declarations are available to Council and the Director General, and that any actual or potential conflict of interests is properly managed as required in the call for expressions of interest.

C/IV – 5 November 2022 - Council's strategic priorities & objectives 2022-25

Decision C/IV

The IUCN Council,

Approves the revised version of the *IUCN Council's priorities and objectives for the term 2022-25* as well as the lead responsibility in Council and timeline (Annex 6), and

Invites the Director General to bring forward to Council for its consideration at the time the Budget 2023 is presented, a request for additional resources, if any, required to provide Secretariat support for any Council priority / objective.

C/V – 5 November 2022 - Intersessional Council Working Group – IUCN 20-year Strategy

Decision C/V

The IUCN Council,

appoint the following individuals as members of the *Intersessional Council Working Group on the Development of a new 20-year Strategic Vision for the Union* established pursuant to [2021 Congress decision 147](#): (in alphabetical order)

1. Monique Catherine BISSECK Epse YIGBEDEK, Cameroon
2. Alejandro A. Imbach, Argentina
3. Marco Lambertini, Italy
4. Zdenka Piskulich, Costa Rica
5. John Robinson, US
6. Kanyinke Sena, Kenya
7. Swetha Stotra Bhashyam, India
8. Linda Wong, China/US
9. Dedee Woodside, Australia

C/VI – 5 November 2022 - IUCN Climate Crisis Commission - Increased visibility and branding

Decision C/VI

The IUCN Council,

Confirms that the term “Interim” could be dropped for the purpose of branding / promoting IUCN’s Climate Crisis Commission provided that any promotional material mention in small characters that the Commission was provisional and its Chair and Steering Committee were “interim” until the next IUCN World Conservation Congress adopts the Commission’s mandate and elects its Chair.

Email to IUCN Members and Commission members

To: IUCN Members in Categories A, B and C, IUCN Commission members
Cc: National and Regional Committees, IUCN Council, Director General's Office, Membership Focal Points, Membership and Commission Support Unit

Subject: Call for expressions of interest for Interim Chair and members of the Interim Steering Committee of the IUCN Climate Crisis Commission. Deadline 28 April 2022

Dear IUCN Members and Commission members,

IUCN Members in Categories A, B and C and IUCN Commission members are invited to send in expressions of interest from individuals for the positions of Interim Chair, and members of the Interim Steering Committee of the IUCN Climate Crisis Commission. ([WCC-2021-Res-110](#))

The IUCN Council will consider proposals received during its meeting in May 2022 at which point it will appoint the Interim Chair. The Interim Chair will select the candidates for membership of the Interim Steering Committee for appointment by Council from the list of those who submitted expressions of interest pursuant to this announcement.

When considering possible candidates for Interim Chair, IUCN Members and Commission members are asked to keep in mind that the individual concerned must not only have the relevant professional expertise, but also the time, personal commitment and if at all possible, institutional support to make it possible to carry out the demanding duties of a Commission Chair. Creative leadership, vision and dynamism are important qualities for the position of Interim Chair if the voluntary networks concerned are to be motivated and able to contribute to implementing the Mission of the Union.

The Council has identified a series of qualifications for the positions of Interim Chair and member of the Interim Steering Committee. The list of criteria for each are included in Annexes 1 and 2 below.

May we also remind you of the statutory requirement that, as a whole, the Commission Chairs come from a diverse range of Regions and that not more than two Commission Chairs may be from any one State. The list of Commission Chairs currently in office indicating the State they are from is available below.

The Interim Chair appointed by the Council will serve until the close of the 2025 IUCN World Conservation Congress, when the election process will follow the details set out in the IUCN Statutes. Similarly, the Interim Steering Committee members will serve from the date of their appointment until the close of the 2025 IUCN Congress subject to Regulations 73 and 73bis.

IUCN Members and Commission members are invited to forward expressions of interest from individuals who meet the relevant criteria to the IUCN President by email to president@iucn.org to arrive **no later than 28 April 2022 at 13:00 GMT/UTC**.

We very much appreciate your attention to this important aspect of the governance of the Union.

Yours sincerely,

Commission	Chair	State
Commission on Education and Communication	Sean Southey	Canada/South Africa
Commission on Ecosystem Management	Angela Andrade	Colombia
Commission on Environmental, Economic and Social Policy	Kristen Walker Painemilla	USA
Species Survival Commission	Jon Paul Rodriguez	Venezuela
World Commission on Environmental Law	Christina Voigt	Germany
World Commission on Protected Areas	Madhu Rao	India/UK

Call for expressions of interest to be the Interim Chair of the IUCN Climate Crisis Commission

Background

In September 2021, at the IUCN World Conservation Congress in Marseilles, IUCN members agreed to initiate the establishment of a new IUCN Commission on the Climate Crisis, tasking the IUCN Council with appointing an Interim Chair (IC) and establishing an Interim Steering Committee (ISC) for the Commission. ([WCC-2021-Res-110](#))

The aim of the new Commission is to mobilise and coordinate the Union and engage with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available scientific evidence coming from the IPCC and taking into account the actions and initiatives that are developed in the UNFCCC through the Global Climate Action Agenda.

The IUCN Council invites IUCN Members and members of IUCN Commissions to send in expressions of interest from individuals who meet the criteria below for the position of Interim Chair and/or members of the Interim Steering Committee by 13:00 UTC on 28 April 2022.

The IUCN Bureau will consider candidates and make a recommendation to Council for the appointment of the Interim Chair at its 107th meeting on 18-19 May 2022. Gender equity and regional diversity will be taken into consideration in the review of candidates.

The Interim Chair will, with the support of the Bureau and in accordance with the criteria defined for the membership of the ISC, propose to Council the candidates for membership of the ISC at the latest by 30 June 2022, taking into account the expressions of interest received, with a view to Council appointing them by 31 July 2022. The IC and ISC will be requested to develop draft terms of reference for the Commission by 15 October 2022 for Council's consideration.

The term of the IC will be until the end of the next IUCN World Conservation Congress in 2025.

Candidates for Interim Chair must be of high standing, with well-respected leadership qualities; a track record of experience, expertise and knowledge in climate policy and action and its nexus with the biodiversity crisis; a demonstrated capacity to inspire colleagues and mobilise resources; with a working knowledge of IUCN; a commitment to build cohesion across the Union's components; and the commitment to dedicate substantial unpaid time to this role for the next three years.

Criteria for the position of Interim Chair

Candidates wishing to be considered for the position of interim Chair – Climate Crisis Commission should possess the following attributes:-

General

- a) have previous governance/Board experience, preferably in an international or intergovernmental organization or a large regional organization
- b) be committed to conservation, equity, justice and sustainable development
- c) have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities
- d) financial literacy
- e) experience in mobilizing financial resources from different sources
- f) commitment to participate in Council and one of its standing committees
- g) have the capacity to work in English and if possible, at least one of the other official languages of IUCN

Specific

- h) documented, outstanding and widely respected expertise with respect to climate science, policy, governance and action and the nexus with biodiversity
- i) good knowledge of IUCN, its structures, governance processes and ongoing work in the context of climate change
- j) network of contacts around the world and proven networking skills
- k) ability to work across cultures, disciplines, north-south
- l) leadership qualities - able to give vision, sense of direction and inspiration
- m) effective chair of meetings
- n) proven strategic planning and organizational management skills
- o) good communicator
- p) the ability to build and achieve strategically coherent consensus and a commitment to building cohesion across the Union's components

Requirements

- (i) No conflict of interest;
- (ii) Serve in a personal capacity and not as a representative of State, Member organization or interest groups;
- (iii) Time available for the full discharge of the interim Commission Chair's duties until the next World Conservation Congress in 2025;

Desirable

- (i) Support at institutional/employment base
- (ii) Experience from regional and/or international networking
- (iii) Prior IUCN involvement

Expressions of interest should be sent to the IUCN President [president@iucn.org] by 28 April 2022, and must include:

1. the candidate's response to the above criteria
2. an up-to-date CV
3. a declaration of any relevant interests (to manage (potential) conflict of interests)
4. confirmation of the candidate's commitment to dedicate the time to effectively discharge the role of a Commission Chair for the next three years
5. at least two endorsements from IUCN members in different IUCN regions
6. A document, no longer than 5 pages, of the candidate's vision for the Commission, views on how the Commission, once established, could add value to IUCN without duplicating efforts

Call for expressions of interest as a Member of the Interim Steering Committee of the IUCN Climate Crisis Commission

Background

In September 2021, at the IUCN World Conservation Congress in Marseilles, IUCN members agreed to initiate the establishment of a new IUCN Commission on the Climate Crisis, tasking the IUCN Council with appointing an Interim Chair (IC) and establishing an Interim Steering Committee (ISC) for the Commission. ([WCC-2021-Res-110](#))

The aim of the new Commission is to mobilise and coordinate the Union and engage with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available scientific evidence coming from the IPCC and taking into account the actions and initiatives that are developed in the UNFCCC through the Global Climate Action Agenda.

The IUCN Council invites IUCN members and members of IUCN Commissions to send in expressions of interest from individuals who meet the criteria below for members of the Interim Steering Committee by 13:00 UTC on 28 April 2022.

Once appointed, the Interim Chair will, with the support of the Bureau and in accordance with the criteria defined for the membership of the ISC, propose to Council the candidates for membership of the ISC at the latest by 30 June 2022, taking into account the expressions of interest received, with a view to Council appointing them by 31 July 2022. Expressions of Interest received through this call will be made available to the Interim Chair, who will consider them in view of preparing a list of ISC nominees to Council.

The IC and ISC will be requested to develop draft terms of reference for the Commission by 15 October 2022 for Council's consideration.

The term of the ISC members will be until the end of the next IUCN World Conservation Congress in 2025, subject to Regulations 73 and 73*bis*.

Criteria

Candidates wishing to be considered as a member of the Interim Steering Committee of the Climate Crisis Commission should possess the following attributes:

- Technical qualification and in particular possess the necessary knowledge and documented expertise in climate science, policy and action, including issues concerning mitigation, adaptation and climate resilient development, and the role of nature-based solutions in these

Other factors which the Interim Chair and Council will take into account during the selection process:

- Diversity of points of view
- Geographic representation
- Gender equity and the inclusion of the vital voices of Indigenous Peoples and Youth

Expressions of interest should be sent to the IUCN President [president@iucn.org] by 28 April 2022, and must include:

1. the candidate's response to the above criteria
2. an up-to-date CV
3. a declaration of any relevant interests (to manage (potential) conflict of interests)
4. confirmation of the candidate's commitment to dedicate the time necessary serve in the Interim Steering Committee

16 applications approved by GCC at its 4th meeting on 18 July 2022 and by e-mail correspondence concluding on 28 July 2022

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	The Society of Writers on Environment and Development	SWED	Egypt	@swed 1995 / Twitter	National NGO	1) NG/22579 The Royal Marine Conservation Society of Jordan, Jordan 2) IUCN Councillor, S. Damhoureyeh	SWED
	2	Association de Continuité de Générations (Association of continuity of generations)	ACG	Tunisia	https://acg-generations.org/	National NGO	1) ST/7672 Ministère de l'Environnement (Ministry of Environment), Tunisia 2) NG/25693 Notre Grand Bleu (Our big blue), Tunisia	ACG
Meso and South America	3	Fondo de la Iniciativa para las Américas (Initiative for the Americas Fund)	FIAES	El Salvador	https://www.fiaes.org.sv/en	National NGO	1) NG/14386 Asociación Salvadoreña Pro-Salud Rural (Salvadorean Association for Rural Health), El Salvador 2) NG/25967 Fundación Salvadoreña para la Promoción Social y el Desarrollo Económico (Salvadoran Foundation for Social Promotion and Economic Development), El Salvador	FIAES
	4	Mancomunidad de Municipios del Parque Nacional Montaña de Celaque (Association of Municipalities of the Montaña de Celaque National Park)	MAPANCE	Honduras	https://panorama.solutions/en www.facebook.com/ParqueNacionalCelaque/	National NGO	1) NG/25741 Asociación para el Manejo Integrado de Cuencas de La Paz y Comayagua (Association for the Integrated Management of the La Paz and Comayagua Watersheds), Honduras 2) NG/25976 Proyecto Aldea Global (Global Village Project), Honduras 3) National Committee of IUCN Members, Honduras	MAPANCE
North America and the Caribbean	5	Institute for Sustainability & Energy at Northwestern University	ISEN	United States of America	www.isen.northwestern.edu	National NGO	1) AF/25440 Chicago Botanic Garden, USA 2) NG/550 World Wildlife Fund - US, USA	ISEN
South and East Asia	6	Qingdao Marine Conservation Society	QMCS	China	http://www.qmcs.org.cn	National NGO	NG/25487 China Mangrove Conservation Network, China NG/25857 SEE Foundation, China	QMCS

16 applications approved by GCC at its 4th meeting on 18 July 2022 and by e-mail correspondence concluding on 28 July 2022

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	7	Arab Women Water Energy Environment Network Association	AWWEENA	Jordan	https://awweena.net	National NGO	1) NG/25829 Dibeen Association for Environmental Development, Jordan 2) NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan	AWWEENA
	8	King Abdulaziz Royal Reserve Development Authority	KARNR	Saudi Arabia	King Salman Bin Abdulaziz Royal Reserve (ksrnr.gov.sa)	Government agency	N/A	KARNR
	9	International Fund For Houbara Conservation	IFHC	United Arab Emirates	http://houbarafund.gov.ae	Government agency	N/A	IFHC
West Europe	10	UNDER THE POLE / Antipodes	UTP	France	https://www.underthepole.org	National NGO	1) Comité national des Membres, France 2) AF/1520 Centre de Culture Scientifique, Technique et Industrielle de la Mer OCEANOPOLIS BREST (Centre for Scientific, Technical and Industrial Culture of the Sea), France	UTP
	11	Ville de Fontainebleau (City of Fontainebleau)	VdF	France	Accueil - Fontainebleau - Ville de Fontainebleau	Subnational government	N/A	VdF
	12	Tiergarten der Stadt Nürnberg (Nuremberg Zoo)	TgNbg	Germany	https://www.tiergarten.nuernberg.de	National NGO	1) NG/772 Zoologisk Have København (Copenhagen Zoo), Denmark 2) NG/1538 Zoologischer Garten Köln (Cologne Zoological Garden), Germany	TgNbg
	13	Zoologischer Garten Berlin AG (Zoologischer Garten Berlin AG)	Zoo_Berlin	Germany	https://www.zoo-berlin.de	National NGO	1) NG/772 Zoologisk Have København (Copenhagen Zoo), Denmark 2) IN/24785 European Association of Zoos and Aquaria, The Netherlands	Zoo_Berlin
	14	Universidad Católica Santa Teresa de Jesús de Ávila (Saint Teresa of Jesus Catholic University of Avila)	UCAV	Spain	https://www.ucavila.es/	Affiliate	1) NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia (Centre for Continuing Education and the Dissemination of Environmental Information of Galicia), Spain 2) NG/25232 Fundación Oxígeno (Oxygen Foundation), Spain	UCAV
	15	Insamlingsstiftelsen Kolmården Foundation (Kolmarden Foundation)	KF	Sweden	https://www.kolmarden.com	National NGO	1) IN/1030 Coalition Clean Baltic, Sweden 2) NG/25166 Stiftelsen Nordens Ark, Sweden	KF
	16	Galapagos Conservation Trust	GCT	United Kingdom	https://galapagosconservation.org.uk	National NGO	1) NG/812 Fundación Charles Darwin para las Islas Galápagos (Charles Darwin Foundation for the Galapagos Islands), Ecuador 2) IN/835 Durrell Wildlife Conservation Trust, UK	GCT



GCC4 meeting decisions - Annex

Change of membership category of current IUCN Member organisations

Member ID	Name	Country	Current category	Requested new category
GA/614	Ministère de l'environnement et de la Lutte contre les changements climatiques (Québec)	Canada	Government agency	Subnational government
GA/25049	Jeju Special Self-Governing Province, Bureau of Environment Conservation	Republic of Korea	Government agency	Subnational government
GA/25305	Dirección de Gestión Ambiental del Gobierno Autónomo Descentralizado de la Provincia del Carchi) - <i>Environmental Agency of the Regional Government of Carchi</i>	Ecuador	Government agency	Subnational government

Change of name of current IUCN Member organisations

Member ID	Previous name	New name	Country
GA/614	Ministère de l'environnement et de la Lutte contre les changements climatiques (Québec)	Gouvernement du Québec (<i>Government of Québec</i>)	Canada
GA/25049	Jeju Special Self-Governing Province, Bureau of Environment Conservation	Jeju Special Self-Governing Province	Republic of Korea
GA/25112	Ministry of Environment and Tourism	Ministarstvo ekologije, prostornog planiranja i urbanizam (<i>Ministry of Ecology, Spatial Planning and Urbanism</i>)	Montenegro
NG/203	San Diego Zoo Global	San Diego Zoo Wildlife Alliance	USA
SN/25411	Service des Parcs naturels régionaux et biodiversité - Conseil Régional Provence - Alpes - Côte d'Azur *	Région Provence-Alpes-Côte d'Azur	France

* This Member requested a change of category from Affiliate to Subnational government, which was approved by 107th Council in May 2022. They are now informing us that they want to have their name changed as well.



Intersessional Council Working Group on the Development of a new 20-year Strategic Vision

Terms of Reference

(Draft recommended by the Bureau to Council for approval)

Overview of the governance of the “Strategy Project”

The 2021 IUCN World Conservation Congress requested the Council “as a matter of priority, to establish an intersessional Council Working Group (hereafter referred to as the “Working Group”) *including IUCN Members to lead and work with the Director General*” on the development of “a long-term (20 years) integrated Strategic Vision that includes a Financial Strategy, and Strategic Plan and other implementation plans, as needed” and to submit it “to a vote by the Members before the end of the next World Conservation Congress”. ([2021 Congress decision 147](#))

The Working Group, which will comprise the Bureau of the IUCN Council, the Director General and 8 to 10 individuals proposed by IUCN Members and appointed by the IUCN Council, will provide overall guidance and direction to the Strategy Project and approve the final draft of the Strategic Vision for submission to the next Congress in 2025 for discussion and adoption.

In terms of [Council decision C107/16](#), the individuals appointed together with the Bureau will constitute the Steering Committee of the “Strategy Project”, while the Director General will act as “Project Manager”. The Steering Committee will ensure the Project deliverables meet the overall guidance and direction provided by 2021 Congress decision 147, within the timeline for the development and consultation process of the 20-year Strategic Vision approved by the IUCN Council ([Council decision C107/16](#)). The Steering Committee will meet periodically in function of the decisions required from it.

Composition of the Intersessional Council Working Group

The Working Group will be composed of:

1. The ten members of the [Bureau of the IUCN Council](#);
2. The Director General; and
3. Eight to ten individuals appointed by the IUCN Council based on nominations ¹ received from IUCN Members, taking into account the following criteria:
 - a. leadership role within her/his Member institution / organization including experience with organizational and financial strategy;
 - b. experience with IUCN particularly in relation to its Governance;
 - c. commitment to act in a personal capacity and not as a representative of her/his government/organization and to allocate the necessary time to be an active member of the Working Group;
 - d. overall balance in terms of regions, gender, age and type of organisational background, especially considering participation from youth and indigenous peoples.

The call for nominations should include that: “*IUCN Members are particularly encouraged to send in proposals for qualified individuals from youth. In addition to competence in*

¹ Nominations are signed / emailed by an individual holding a senior position in the IUCN Member organization / institution (chair of the board, chief executive or equivalent) other than the person being nominated, and must be sent to the President of IUCN (president@iucn.org).

governance, the IUCN Council is looking for individuals with interest and expertise in governance, innovative financing, future trends/technology and strategic planning”.

Functions of the Working Group

1. Provide overall guidance and direction for the Strategy Project, taking into account:
 - a. [2021 Congress decision 147](#)
 - b. [Council decision C107/16 \(May 2022\)](#) which approved a timeline for the development and a process for consultation of all IUCN Members on the 20-year Strategic Vision;
 - c. as appropriate, the draft ToR for the development of the Strategic Vision offered by the previous Council as Annex to Congress Motion J (cf. [2021 Congress Decision 147 and the Annex to Motion J](#)).
2. Meet about 5 to 6 times per year by virtual means.
3. Provide comments to documents and drafts put together in the development of the Strategy Project.

Duration

The Working Group is expected to finish its task at the time it approves the final draft of the Strategic Vision for submission to the next Congress in 2025 for discussion and adoption (expected for the first quarter of 2025).

However, its members may be requested to remain available for functions in connection with the discussion of the Strategic Vision during the next IUCN World Conservation Congress to be held in 2025.

Council priorities / objectives 2022 – 2025

Priorities & objectives	Desired impact by 2025	Lead responsibility	VP	Timeline ¹
1-Governance Reforms				
Complete the implementation of the Council Response to 2019 Governance External Review with particular attention to optimal transparency of Council and its effective communication and engagement with Members in the regions, and effective cooperation between Secretariat and Commissions	Each component of the Union effectively performs its statutory functions	DG submits proposals to C108; GCC makes recommendations to C108 on selected proposals that are ready for adoption GCC makes recommendations to C109 on all other proposals taking into account C108 discussion Immediate implementation of approved proposals in 2023-24 “Light” review of results by external reviewer at C112	Hilde Eggermont	15Nov22 17Jan23 09May23 Nov24
2-Resolutions				
Ensuring implementation of all Resolutions and Decisions requiring action by Council with particular attention to: a. 2021 RES 110 establishing a Climate Crisis Commission b. 2021 DEC 148 on increased Member involvement in Congress c. Increased effectiveness / transparency of the motions process d. Impact of armed conflict on biodiversity	Effective implementation of IUCN Resolutions and Decisions adopted by WCC Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes	PPC proposes and Council approves in accordance with the process approved by Council (DEC C107/11) except: a- Interim Chair proposes, Council approves b- Advisory Group proposes, GCC reviews, Council approves c- GCC proposes, PPC and FAC review, Council approves	Imèn Meliane	Overall: 2025 Congress a- ToR approved and Commission operational by/before C108 b- Council approval of final proposals for online vote at C110 c- Idem

¹ **C108**: 29 November 2022 (Part I – virtual) and 17-19 January 2023 in person; **C109**: May 2023; **C110**: November 2023; **C111**: May 2024; **C112**: November 2024; **C113**: February/March 2025

Council priorities / objectives 2022 – 2025

3-Strategic Vision				
<p>a- Develop the 20 year Strategy incl. a financial strategy to achieve a sustainable Union and submit to Congress</p> <p>b- Measure and communicate the delivery of conservation outcomes and impact of Nature 2030</p>	<p>20 year Strategy delivered and adopted at Congress</p> <p>IUCN financially secure</p> <p>Conservation outcomes and impacts measured</p>	<p>a- DG proposes; Intersessional Council WG reviews (FAC on financial strategy); Council reviews; WG approves the final version for submission to Congress</p> <p>b- DG reports; PPC reviews; Council takes decisions as required</p>	Razan AlMubarak	<p>a- Per Council DEC C107/16: C109 draft for consultation C111 approval final version C113 approval of statutory amendments required</p> <p>b- 2025 Congress</p>
4- Membership value proposition				
<p>a- Modify as required and implement the membership strategy with particular attention to engagement of IUCN Members as part of the <i>One Programme</i> approach</p> <p>b- Improve the transparency of IUCN investment in countries and Regions (programs, presence, projects)</p> <p>c- Retain and grow State party membership</p>	<p>Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work</p> <p>Number of State members is increased</p> <p>Greater equity in the distribution of IUCN resources</p>	<p>a- GCC proposes; Council approves</p> <p>b- DG reports; FAC reviews; Council takes decisions as required</p> <p>c- DG reports; GCC reviews; Council takes decisions as required</p>	Ramiro Batzin	Ongoing, annual review by Council, and report to Congress
5-International positioning				
<p>a- Identify international policy priorities and areas where IUCN can have a maximum impact</p> <p>b- More effectively leverage expertise, networks, collaborations and influence of IUCN's constituent parts and new partners</p> <p>c- Expedited and measured responses to international issues</p>	<p>IUCN's influence is improved and mobilizes all of its constituents</p> <p>High ambition conservation goals are secured</p>	<p>a- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>b- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>c- CEC to draft, Council to take decisions as required</p>	Peter Cochrane	All by 2025 Congress