Last updated on 10 August 2023

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 I*UCN 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.

C/VII – 9 March 2023 – Work Plan 2023-24 of the IUCN Climate Crisis Commission

Decision C/VII

The IUCN Council,

On the proposal of the Interim Chair and Interim Steering Committee of the IUCN Climate Crisis Commission,

Approves the Work Plan 2023-24 of the IUCN Climate Crisis Commission (Annex 7).

C/VIII – 7 August 2023 – Amendments to the Membership Dues Guide 2022-24

Decision C/VIII

The IUCN Council,

Pursuant to IUCN Members’ Decision (WCC 2020 Dec 125) and

On the recommendation of the Council’s Bureau, the Finance and Audit Committee, the Governance and Constituency Committee and the Working Group on Membership Dues,

Approves:

1. the draft amendments to the Membership Dues Guide related to venue-based organisations (Annex 8) for the purpose of submitting them to an online discussion of IUCN Members and subsequently to an electronic ballot under Article 94 of IUCN Statutes and Regulation 94;
2. the Explanatory Memorandum (Annex 9); and
3. the timeline for the electronic ballot (Annex 10).

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 73*bis*.

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

Annex 1

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 31July 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

Annex

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	swed1995 (@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 Oxigeno (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) - *Environmental Agency of the Regional Goverment of Carchi*	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 *(Government of Québec)*	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 urbanizm *(Ministry of Ecology, Spatial Planning and Urbanism)*	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				
a- Develop the 20 year Strategy incl. a financial strategy to achieve a sustainable Union and submit to Congress b- Measure and communicate the delivery of conservation outcomes and impact of Nature 2030	20 year Strategy delivered and adopted at Congress IUCN financially secure Conservation outcomes and impacts measured	a- DG proposes; Intersessional Council WG reviews (FAC on financial strategy); Council reviews; WG approves the final version for submission to Congress b- DG reports; PPC reviews; Council takes decisions as required	Razan AlMubarak	a- Per Council DEC C107/16: C109 draft for consultation C111 approval final version C113 approval of statutory amendments required b- 2025 Congress
4- Membership value proposition				
a- Modify as required and implement the membership strategy with particular attention to engagement of IUCN Members as part of the *One Programme* approach b- Improve the transparency of IUCN investment in countries and Regions (programs, presence, projects) c- Retain and grow State party membership	Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work Number of State members is increased Greater equity in the distribution of IUCN resources	a- GCC proposes; Council approves b- DG reports; FAC reviews; Council takes decisions as required c- DG reports; GCC reviews; Council takes decisions as required	Ramiro Batzin	Ongoing, annual review by Council, and report to Congress
5-International positioning				
a- Identify international policy priorities and areas where IUCN can have a maximum impact b- More effectively leverage expertise, networks, collaborations and influence of IUCN's constituent parts and new partners c- Expedited and measured responses to international issues	IUCN's influence is improved and mobilizes all of its constituents High ambition conservation goals are secured	a- DG reports or proposes; PPC reviews; Council takes decisions as required b- DG reports or proposes; PPC reviews; Council takes decisions as required c- CEC to draft, Council to take decisions as required	Peter Cochrane	All by 2025 Congress

IUCN Climate Crisis Commission
Work Plan 2023-2024

(Approved by the IUCN Council, decision C/VII, 9 March 2023)

1- Introduction

The resolution (WCC-2020-Res-044-EN) defines that the '*The Climate Crisis Commission'* ***aim is to mobilize and coordinate the Union and engaging 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 science*** *coming from the IPCC and taking into account the actions and initiatives that are developed in the* ***UNFCCC through the Global Climate Action Agenda***. It mentions that ***"transformative change for a system-wide reduction of greenhouse gas emissions*** *is necessary.*

Based on this, the Climate Crisis Commission vision is ***a world in which global warming is limited to 1.5 degrees above pre-industrial levels and society is adapting to manage climate risks in ways that enhance socio-ecological resilience, are Nature Positive, and promote just outcomes for all***.

For this, it must lead and support implementation of solutions proposed by all forms of science with a main focus on just decarbonization, synergies between climate and biodiversity, and addressing vulnerable nature and human sectors. To realize this vision, the Climate Crisis Commission must help consolidate IUCN's extensive climate-related policy as articulated through Congress resolutions, connect with existing efforts and synergies and build new ones, promote productive and constructive partnerships and leverage IUCN's convening power. Actions guided by principles including equity, social and climate justice, ecosystem integrity, environmental safeguards and a rights based approach, will be essential for rapid and sustainable transformations. It will also be important to engage all sectors in society, working with women and youth as key parts of the equation. It will also be important that new Commission's work recognizes the sustainable nature conservation practices of Indigenous Peoples, respects, protects and uphold their rights including to their lands, territories and resources, and ensures the application of Free Prior and Informed Consent.

In addition to assisting IUCN's engagement with the formal intergovernmental processes addressing the climate and biodiversity crises, the Climate Crisis Commission recognizes the necessarily ambitious transformational change that must now occur; percolate the economic, political, cultural and social dimensions across multiple fronts; and be implemented by different actors at many-levels.

Neither climate nor nature goals will be achieved without fundamental reforms of our financial and economic architecture and a well planned systems transition, shaped through a convergence approach. This will undoubtedly require addressing real concerns such as the credibility and validity of “NetZero” approaches, and the further development of the “Nature Positive” concept and actions.

2- Goal

By 2025, IUCN CCC will have been effective in bringing a more holistic, integrated and just approach to the development and implementation of IUCN climate policy and programs and to IUCN’s engagement with international and regional processes, effectively contributing to the efforts of the world community in limiting warming to below 1.5ºC and enabling the necessary adaptation and resilience.

3- Objectives

- Develop and promote holistic policies and guidelines that facilitate the rapid transition away from fossil fuel to clean energy sources, climate and nature convergence and the enabling conditions to effectively address both challenges.
- Through strong collaboration with other Commissions and the Secretariat, promote synergistic policies and approaches with relevant multilateral processes in addition to the UNFCCC and CBD including UNCCD, RAMSAR, CITES, UNEA, SDGs and those related oceans, food and materials management. Help mobilize, coordinate and collaborate with all components of the Union and external partners under a “One Union”, “whole of society approach”, leveraging IUCN convening power and knowledge.
- Promote and implement solutions that advance synergistic climate-biodiversity outcomes, including by integrating science, Indigenous Peoples’ knowledge systems, and local community knowledge in this effort.
- Address the controversies that limit the climate and nature convergence.
- Promote the use of accurate data and appropriate technology to bring solutions to address the climate and nature crises, whilst preventing, warning and limiting its use if it is contrary to climate, nature and sustainability objectives.
- Promote innovative solutions and develop innovative tools/mechanisms, to address the climate and nature crises, through addressing the four climate transitions suggested by IPCC and the 5 key drivers of nature loss identified by IPBES.
- Promote inclusiveness by working with and for local communities, Indigenous Peoples, women and youth.
- Raise public awareness and capacity building under a coherent action plan for an effective impact of the commission's measurements.
- Develop the IUCN Climate Crisis Commission mandate for the IUCN 2025 World Conservation Congress based in the CCC Terms of Reference.
- Secure resources for running the Climate Crisis Commission by developing a strategic plan for resource mobilization.

- Promote science, technology, data and planning for integrated nature and climate strategies, as well as methodologies and indicators to measure progress towards the Commission's climate objectives.

4- Work Plan 2023-2024 objective

Based in an active and tenacious membership, in robust external partnerships, and strongly developing visibility and positioning actions; being recognized as key contributors to addressing the climate and nature crises.

5- Workstreams

5.1. Thematic focus

1. Policy

- Participate in and organize events related to the priorities of the IUCN and CCC; contribute to the development and promotion of evidence-based policies and programs, building upon and critiquing as needed, decisions made in the global multilateral political processes.
- Address contentious topics with rights-based approaches that promote ecosystem integrity;
- Convene dialogues and advocate e evidence-based recommendations for the Global Stocktake process that help to raise climate ambition on NDC's and Long Term Strategies, working with IUCN regional and national offices;
- Convene dialogues and advocate recommendations to the Global Goal on Adaptation process that strengthen and prioritize adaptation strategies at the national level that promote justice, ecosystem integrity and resilience.
- Working through collaborations with the Secretariat, regional and national committees, and across Commissions, and building upon multilateral decisions, create the enabling conditions for high quality implementation of Nature based Solutions.
- Work to address the lack of integrity in many carbon offset projects and develop principles and guidelines that will address deficiencies and prioritize the protection and restoration of biodiverse, carbon rich ecosystems
- Document and effectively communicate the role of protecting and restoring ecosystems in contributing to limiting global warming to below 1.5 degrees as part of comprehensive approach to mitigating greenhouse gas emissions.
- Begin development of frameworks for evaluating how the clean energy infrastructure needed for the rapid transition away from fossil fuels can be rolled out in ways that protect nature and and be just for all;
- Strongly advocate for the strengthening of Commitments by UNFCCC Parties at COP28 for the rapid phasing out of fossil fuels (oil, coal and gas);

- Develop a high level engagement strategy with key actors at COP28.

2. **Solutions and innovative tools**
    - Explore a strong collaboration between the Climate Action Agenda and the CBD Action Agenda, to develop tools and mechanisms to put nature/nature's role as a key enabler to achieve climate objectives.
    - Develop frameworks for supporting the rapid decarbonization of economies and transition away from fossil fuel to clean energy sources in ways that protect nature and promotes social justice.

3. **Finance**
    - Engage and contribute, by submitting recommendations, to the development of the Loss and Damage Fund.
    - Support COP2COP multi-stakeholder initiative on resource mobilization which seeks to is to address the key nature and climate challenge on the reform of the financial architecture: How do we collectively raise ambition on public finance and incentives, which in turn, can catalyze and incentivize private sector investment into the protection, restoration and conservation of intact and existing ecosystems?

4. **Technology and data**
    - Draft position papers on the implications for to the global warming target, and biodiversity and human well-being of certain climate technologies such as carbon dioxide removal (CDR) and bioenergy with carbon capture and storage (BECCS).

4.2. Cross-cutting areas

1. **Communications and outreach**
    - Communicate the vision, mission and narrative of the CCC in support of outreach activities.
    - Develop a brief document to communicate the purpose, goals and plans of the Climate Crisis Commission.

2. **Partnerships**
    - Design and develop a strategic plan to identify and develop innovative partnerships that contribute to the CCC strategy and Work Plan, as well as helping position its work in the international climate space.
    - Strategically partnering and working, from a "whole of society" and rights based approach with non-state actors, drive implementation through the UNFCCC Global Climate Action Agenda / Marrakech Partnership and the CBD Sharm-El Sheikh to Kunming and Montreal Action Agenda for Nature and People. These are vehicles to raise ambition, drive implementation and bring coherence between both climate and nature agendas.

3. **Flagship projects/products**
    - Develop a CCC flagship project and product that positions the Commission, conveys the value add of the CCC, supports the decision making process, focuses on the climate and nature convergence and brings solutions that contribute to scaling up, socially just and Nature positive actions (e.g. Climate solutions evaluation framework).

4.3. Internal organization and structure

1. **Membership**
   Identify and convene members under the structure and Work Plan of the Commission, guided by principles of inclusion, including youth and Indigenous Peoples, gender, geographic balance, and intergenerational balance.

2. **Resource mobilization**
    - Secure new resources for the Climate Crisis Commission by developing a strategic plan for resource mobilization.
    - Design and develop a flagship project with IUCN Secretariat to elevate and mainstream the CCC work, whilst accessing additional resources.

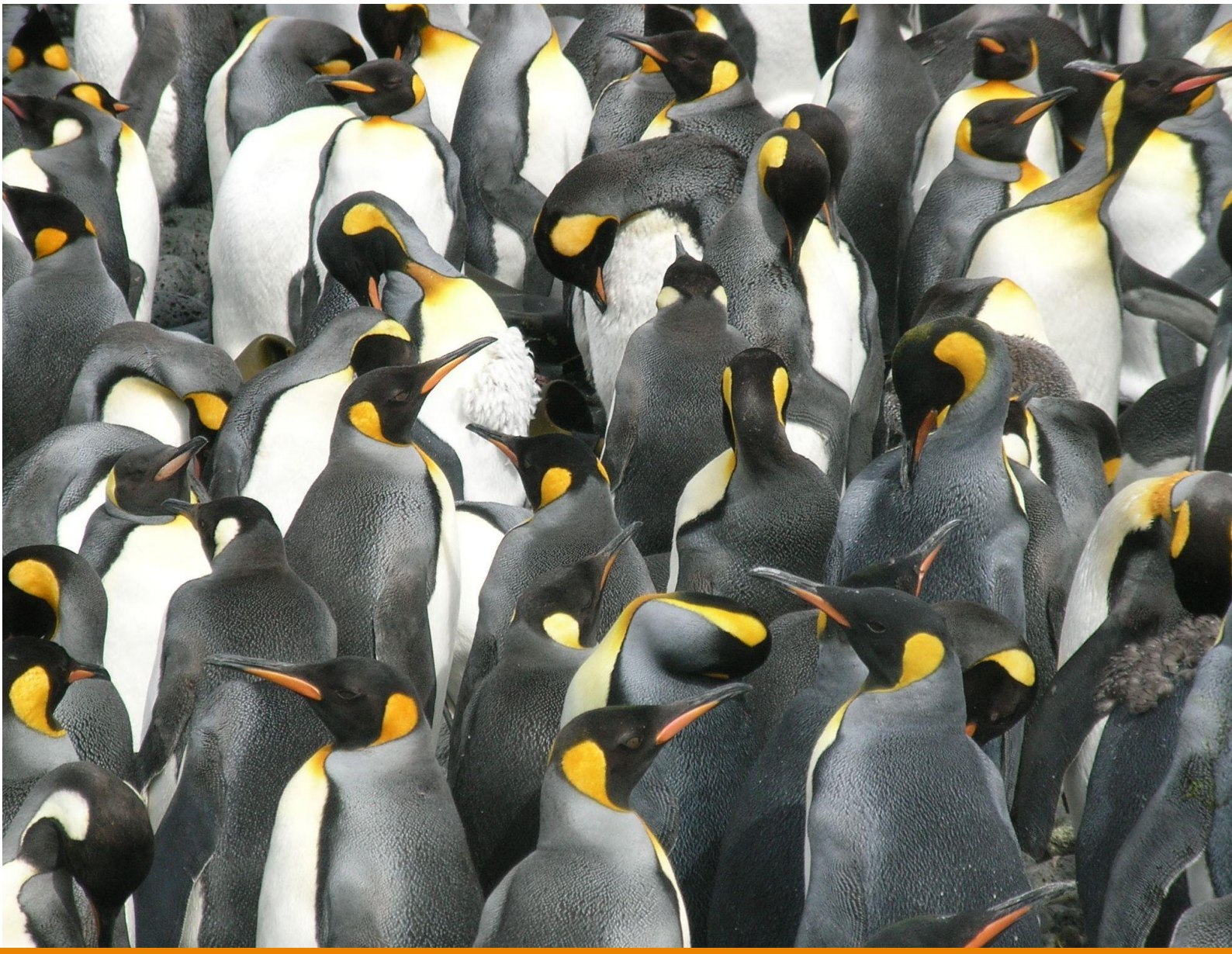
3. **Cross commission collaboration**
    - Work across Commissions to promote synergies and collaborations.
    - Define focal points within the Commission Steering and Working groups and creat mechanisms for collaboration.

4. **IUCN Intergovernmental Organization (IGO) role at UNFCCC**
    - Lever IUCN's IGO role at UNFCCC process to strengthen the organization and CCC's advocacy, increase our influence and visibility, and improve our position as a trusted, knowledgeable, solutions-orientated and progressive thinking peak global organization in the ongoing climate deliberations.

5- Organizing the work

While the IUCN CCC Steering Committee organizes the dedicated teams for each Workstream and appoints the regional vice chairs, the Steering Committee members will play a "working team" role to further develop and implement the actions proposed in this Work Plan.

Annex 1: (Proposed Amendments) IUCN Membership Dues Guide



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Introduction

IUCN is a unique organisation – a democratic membership Union – composed of over 1,500 Members, some 18,000 scientific experts in our thematic Commissions and some 900 staff, who work together in more than 160 countries. By joining IUCN, Members benefit from IUCN's scientific credibility, its unsurpassed knowledge base and convening power, extensive networking opportunities and access to high-level political, economic and social decision making. More information on the benefits of IUCN membership is available here.

The prompt payment of annual membership dues is essential to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

Membership dues are payable in advance and payment shall be received by the 1st of January. Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year.

This Dues Guide provides information on the calculation and structure of dues for IUCN Members.

This Membership Dues Guide was approved by electronic vote of Members on 10 February 2021 (WCC 2020 Dec 152)[1] and ~~formally~~ updated as a consequence of the inclusion of subnational governments in IUCN membership at the World Conservation Congress ~~(WCC 2020 Dec 152)~~. The Membership Dues Guide was subsequently revised with a new methodology for the Membership dues of venue-based organisations in Category B and C (subject to Member vote in November 2023). ~~No other changes have been made to the content of this Guide, which was initially approved by IUCN Council at its 98th meeting in February 2020 and published with official Congress documents.~~

[1] Council, at its 100th meeting in September 2020, had approved this revised version of the Guide. They clarified that following the postponement of the 2020 Congress to 2021, the Guide would apply for membership dues as from 2022, and that the 2017-2020 Membership Dues guide would remain applicable for the 2021 membership dues, to enable the Secretariat to timely invoice IUCN Members before 1 January 2021

Applicability of the Guide

This Membership Dues Guide is applicable for membership dues as from 2022 and will remain in force until a revised Guide is adopted by the next World Conservation Congress.

The amendment related to the calculation of the membership dues for venue-based organisations is effective from 6 December 2023 (to be confirmed) which is the close of the electronic vote at which the amendment was adopted.

Categories of membership

Membership of IUCN is divided into four categories, as defined in Articles 4 and 5 of the IUCN Statutes.

Category A: States, government agencies and Subnational governments;
Political and/or economic integration organisations;

Category B: National non-governmental organisations;
International non-governmental organisations;

Category C: Indigenous peoples' organisations; and

Category D: Affiliates.

For each category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes).
More information on the calculation and structure of IUCN membership dues can be found in the sections below.

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17th Session of the General Assembly (San José, 1988).
In Bangkok, in 2004, the Members' Assembly approved Council's proposal to use the Swiss Consumer Price Index[2] (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustments to the dues are made when the index is negative.

Membership dues

Category A: States, government agencies, subnational governments, and political and/or economic integration organisations

As per Regulation 22[3] of the IUCN Statutes, the "Scale of assessments for the apportionment of the expenses of the United Nations" is used as a basis to establish the membership dues groups for States, government agencies, subnational governments and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision.

The latest "UN scale of assessments for the period 2019-2021[4]" was published on 4 January 2019. Consequently, the IUCN Dues Guide has been updated to reflect the 2019–2021 UN Scale of assessments and it is valid from 2022.

[2] https://www.bfs.admin.ch/bfs/en/home/statistics/prices/consumer-price-index.html
[3] Regulation 22 of the IUCN Statutes: "*Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...*".
[4] https://undocs.org/en/A/RES/73/271

In the calculation of membership dues for States, government agencies, subnational governments and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget. Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from "0" to 10, is shown in Table 1.

Table 1: IUCN sliding scale of State, government agency, subnational government and political and/or economic integration organisation Members and corresponding UN assessment percentages

IUCN CATEGORY A MEMBERS IN DUES GROUPS:	CORRESPOND TO STATES WITH A UN ASSESSMENT PERCENTAGE OF:	UN ASSESSMENT PERCENTAGES:			
0				Less than	0.01%
1		From	0.01%	up to & including	0.05%
2		More than	0.05%	up to & including	0.07%
3		More than	0.07%	up to & including	0.11%
4		More than	0.11%	up to & including	0.19%
5		More than	0.19%	up to & including	0.35%
6		More than	0.35%	up to & including	0.67%
7		More than	0.67%	up to & including	1.31%
8		More than	1.31%	up to & including	2.59%
9		More than	2.59%	up to & including	5.15%
10		More than	5.15%		

The membership dues scales for States (Table 2), Government agencies (Tables 3 & 4) and Subnational governments (Table 3), comprise 11 groups. For the composition of the 11 dues groups, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

Category A: States

Table 2: States

Group	0	1	2	3	4	5	6	7	8	9	10
	7,790	15,570	31,150	51,520	78,980	118,400	181,280	247,670	295,290	396,260	495,330

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)[5].

Category A: Government agencies and subnational governments

For a government agency and a subnational government, the dues group is the same as that of its State.

Government agencies are divided into two groups, A and B:

Group A: government agencies of a State where the State IS a Member of IUCN
Group B: government agencies of a State where the State IS NOT a Member of IUCN.

Dues for government agencies in Groups A and B are shown in Tables 3 and/or 4 respectively. Subnational governments dues are shown in Table 3.

Government agencies and subnational governments – Group A:

Table 3: Government agencies where the State is a Member of IUCN and subnational governments – Group A

Group	0	1	2	3	4	5	6	7	8	9	10
	2,370	2,370	2,370	2,370	2,370	3,560	5,440	7,430	8,860	11,890	14,860

[5] Decision from the Members' Assembly in 2004 (refer to page 2 for more information)

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)[6].

Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups "0" to 3 who pay the rate based on Group 4[7]. For the appropriate dues group of your agency please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

The membership dues for subnational governments are governed by the scale for "Government agencies where the State is a Member of IUCN", irrespective of whether the State is a Member or not.

Government agencies – Group B:

Table 4: Government agencies where the State is not a Member of IUCN – Group B

Group	0	1	2	3	4	5	6	7	8	9	10
	3,890	3,890	7,790	12,880	19,750	29,620	45,320	61,920	73,820	99,070	123,830

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)[5].

In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group "0" for which the rate of dues is the same as in Group 1[6]. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

Category A: Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

Category B: National and international non-governmental organisations, and Category C: Indigenous peoples' organisations

Dues for national and international non-governmental organisations and indigenous peoples' organisations, shown in Table 5, were established according to Regulation 23[8].

The dues scale for national and international non-governmental organisations and indigenous peoples' organisations comprise ten different dues groups.

- A lower group was set for lower indigenous peoples' organisations and smaller civil societies.

- Membership dues for national and international non-governmental organisations and indigenous peoples' organisations are calculated on the basis of the organisation's total expenditure (in US Dollars). **This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation's audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation's board or trustees[9].**

[6] Decision from the Members' Assembly in 2004 (refer to page 2 for more information)
[7] Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica
[8] Regulation 23: "*Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council*"
[9] This sentence was amended in October 2022 to clarify the definition of "total expenditure" for Members and applicants

- Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations[10] are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:
  a. what the Member reports as conservation expenditure in their audited accounts, or
  b. in the case of universities, the total expenditure of the faculty that carries out conservation-related research, or
  c. if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:
     i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);
     ii. Conservation research both inside and outside the institution;
     iii. Field conservation education (awareness-building, education, training, capacity building);
     iv. Conservation advocacy; and
     v. Conservation fundraising and direct grants.
     vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is "the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature," the minimum for self-reported conservation expenditure is 25% of total expenditure.

Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.

Re-assessment of membership dues

Every four years, after the IUCN World Conservation Congress, the Secretariat undertakes a re-assessment of the dues groups for Members in Category B and C. In 2021, after the approval of the Dues Guide at the Congress, each Member will be required to submit to the Secretariat, a declaration of total expenditure for the last three years, together with their annual audited financial statements for those three years. This information will be used by the Secretariat to calculate the average total expenditure for that period and to determine their dues group for the next quadrennial or until a new Dues Guide is approved by Members. This exercise will be completed on time for the 2022 invoicing in November 2021.
If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

Table 5: National and international non-governmental organisations and Indigenous peoples' organisations

Group	Total Expenditure bands ~~(USD)~~or total conservation expenditure for venue-based organisations (USD)		Membership dues scale (CHF)
	FROM (≥)	TO (<)	
1	-	100,000	300

[10] Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:
- A university,
- An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes),
- A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education),
- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization.

2	**100,000**	**500,000**	**480**
3	**500,000**	**900,000**	**770**
4	**900,000**	**1,620,000**	**1,230**
5	**1,620,000**	**2,916,000**	**1,970**
6	**2,916,000**	**5,248,800**	**3,150**
7	**5,248,800**	**9,447,840**	**5,030**
8	**9,447,840**	**17,006,112**	**8,050**
9	**17,006,112**	**30,611,002**	**12,885**
10	**30,611,002**		**20,620**

Membership dues are expressed in Swiss Francs (CHF)
FROM: equal to or above the amount indicated; TO: below the amount indicated

Category D: Affiliates[11]

Dues for Affiliate Members, shown in Table 6, were established according to Regulation 23[12]_[13].

All Affiliate Members pay the same rate as indicated below. Affiliate Members do not have the right to vote, nominate candidates or submit Motions to the World Conservation Congress (Article 12 (b) of the IUCN Statutes).

Table 6: Affiliates

Affiliates
3,150

Membership dues are expressed in Swiss Francs (CHF)

Payment of dues

When do dues become payable?

Membership dues are payable in advance and payment shall be received by the 1st of January. Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year, i.e. dues for 2022 should be received no later than 1 January 2022; dues for 2023 should be received no later than 1 January 2023, etc.

IUCN membership does not expire unless the IUCN Member is withdrawn or expelled from IUCN as detailed in Article 13 of the IUCN Statutes, or unless the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership. Members withdrawing from the Union must ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

With regards to withdrawal from the Union in relation to non-payment of membership dues, according to Article 13 (a) of the IUCN Statutes, "*The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears*.

If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress[14] which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine";

and 13 (b) "*If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN*".

How can dues be paid?

Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes[15].

[11] Government agencies, subnational governments, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.
[12] Regulation 23: "*Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council*".
[13] Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica.
[14] Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.
[15] Regulation 25 of IUCN Statutes: "*Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question*".

For payments which are not made in CHF, Members are requested to use the same daily exchange rates as IUCN: http://www.oanda.com/currency/live-exchange-rates/, which will help to avoid major exchange rate differences when the payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in the Member's next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset arrears before being allocated to the current year's dues. If amounts paid are higher than what is due, the extra amount will be credited to the next year's dues.

For payments by bank transfer, Members will bear all bank charges. Invoice number, Member ID and relevant contact details must be quoted when making payments. Secretariat/Membership Focal Points should be informed if the payment is made to the Regional Office directly or through a third party to help with the follow-up of payments.

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card* via the Member profile page on the Union Portal[16]. Only Visa and MasterCard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts can be downloaded from the individual Member organisational pages on the Union Portal (within a few weeks of receipt of funds by IUCN Headquarters).

Applicant Member organisations

A deposit equivalent to the entire current year of membership is payable at the time of submitting a membership application. However, once the new Member has been admitted, the membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following admission. If the balance is then positive, it will be credited to the following year. If an application for IUCN membership is rejected, the deposit will be reimbursed less any administrative costs that may apply.

Adhesion of States

In accordance to Article 6 of the IUCN Statutes "*States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues.",* the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion and payment of dues.

Payments details

Membership dues or deposit payments may be made to the following bank account:

Account name:	**IUCN, International Union for Conservation of Nature and Natural Resources**
Bank Address:	UBS Switzerland AG Place St. François 16 CH-1002 Lausanne Switzerland
IBAN/Bank account	IBAN CH23 0024 3243 3350 3501 W Swift Code: UBSWCHZH80A Currency: Swiss Francs

For any information regarding your payment, please contact your Membership Focal Point.

May we kindly remind you to inform us of any important changes in your organisation that may affect your organisation's membership of IUCN, such as the category of membership or the dues group.
If your Statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your Membership Focal Point with your organisation's most recent Statutes and/or financial report, including the details of your organisation's total expenditure.

[16] please refer to section 4.15 of the Union Portal Guide

IUCN dues groups for IUCN Members in Category A

(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2019–2021)

GROUP "0"

Afghanistan
Albania
Andorra
Antigua and Barbuda
Armenia
Barbados
Belize
Benin
Bhutan
Burkina Faso
Burundi
Cambodia
Cape Verde
Central African Republic
Chad
Comoros
Congo
*Cook Islands
Democratic People's Republic of Korea
Djibouti
Dominica
Eritrea
Eswatini
Fiji
Gambia
Georgia
Grenada
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Jamaica
Kiribati
*Kosovo
Kyrgyzstan
Lao People's Democratic Republic
Lesotho
Liberia
Madagascar
Malawi
Maldives
Mali
Marshall Islands
Mauritania
Micronesia (Federated States of)
Mongolia
Montenegro
Mozambique
Namibia
Nauru
Nepal
Nicaragua
Niger
*Niue
North Macedonia
Palau
*Palestine
Republic of Moldova
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Samoa
San Marino
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Solomon Islands
Somalia
South Sudan
Suriname
Tajikistan
Timor-Leste
Togo
Tonga
Tuvalu
Uganda
Vanuatu
Zambia
Zimbabwe

GROUP 1

Angola
Azerbaijan
Bahamas
Bahrain
Bangladesh
Belarus
Bolivia (Plurinational State of)
Bosnia and Herzegovina
Botswana
Brunei Darussalam
Bulgaria
Cameroon
Côte d'Ivoire
Cyprus
Democratic Republic of the Congo
El Salvador
Equatorial Guinea
Estonia
Ethiopia
Gabon
Ghana
Guatemala
Iceland
Jordan
Kenya
Latvia
Lebanon
Liechtenstein
Libya
Malta
Mauritius
Monaco
Myanmar
Panama
Papua New Guinea
Paraguay
Serbia
Sri Lanka
Sudan
Syrian Arab Republic
Trinidad and Tobago
Tunisia
Turkmenistan
United Republic of Tanzania
Uzbekistan
Yemen

GROUP 2

Costa Rica
Dominican Republic
Luxembourg
Morocco
Ukraine

GROUP 3

Croatia
Cuba
Ecuador
Lithuania
Slovenia
Uruguay
Viet Nam

GROUP 4

Algeria
Egypt
Iraq
Kazakhstan
Oman
Pakistan
Peru
Slovakia

GROUP 5

Colombia
Czech Republic
Hungary
Kuwait
Malaysia
New Zealand
Nigeria
Philippines
Portugal
Qatar
Romania
South Africa
Thailand

GROUP 6

Chile
Denmark
Finland
Greece
Indonesia
Iran (Islamic Republic of)
Ireland
Israel
Singapore
United Arab Emirates

GROUP 7

Austria
Argentina
Belgium
India
Mexico
Norway
Poland
Saudi Arabia
Sweden
Venezuela (Bolivarian Republic of)

GROUP 8

Australia
Netherlands
Republic of Korea
Russian Federation
Spain
Türkiye

GROUP 9

Brazil
Canada
France
Italy
United Kingdom of Great Britain and Northern Ireland

GROUP 10

China
Germany
Japan
Switzerland
United States of America

** is not or is not located in, a member of the United Nations. Refer to Regulation 22.*

INTERNATIONAL UNION
FOR CONSERVATION OF NATURE

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Electronic vote by the IUCN Members
on a revised version of the Membership Dues Guide.

Proposal for the revision of the Membership Dues Guide for venue-based organisations

Action Requested:

IUCN Members are invited to CONSIDER and ADOPT the proposed amendments to the IUCN Membership Dues Guide submitted by the IUCN Council to an electronic ballot under Article 94 of IUCN Statutes and Regulation 94 pursuant to IUCN Members Decision WCC 2020 Dec 125. (Annex 1)

DRAFT MOTION

The IUCN Members,

Voting by electronic means at the invitation of the IUCN Council pursuant to IUCN Members Decision WCC 2020 Dec 125, point 2 a),

Adopt, with immediate effect, the amendments to the IUCN Membership Dues Guide attached hereafter as Annex 1, according to Article 20(f) of IUCN Statutes.

EXPLANATORY MEMORANDUM

Members' mandate

In 2022, IUCN introduced a new methodology for calculating the Membership dues of national and international non-governmental organisations (see current Membership Dues Guide). Their dues are now calculated on the basis of the organisation's total expenditure as approved by IUCN Members by electronic vote of Members on 10 February 2021(WCC 2020 Dec 152). The WCC decision also mandated the 2021-2025 Council to continue its work on dues for venue-based organisations and submit a proposal for IUCN Members to vote on before the 2025 Congress.

Please also note that the WCC decision also requested Council to work on and present for a vote before the Congress: "the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues." Council is working on this matter and in the meantime any Members facing financial difficulties is encouraged to contact their Regional Member Focal Point or the Membership Unit at IUCN Headquarters to explore payment plans and paying in instalments. Council also recognizes that Membership dues and the value of IUCN membership pose a broader set of issues affecting other IUCN Members beyond venue-based organisations. The

Governance and Constituency Committee of Council will continue its work to propose a holistic Membership strategy and a revised Membership Dues Guide for adoption at the next Congress in 2025 (see Council decision C109/14 from the May 2023 Council meeting).

What are venue-based organisations?

Venue-based organisations[1] are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organisation must be one of the following:

- A university[2],
- An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes),
- A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education),
- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization[3].

Rationale for the proposed revisions

Venue-based organisations with a major physical infrastructure have a high level of expenditure related to non-conservation activities and therefore their membership dues are disproportionally higher than those of Members whose expenditure predominantly relates to conservation activities.

Following concerns raised by some IUCN Members that the new dues methodology and dues reassessment had resulted in significant increases of dues for venue-based organisations, the IUCN Council established the Council Working Group on Membership dues (the "Working Group") and tasked them with finding a solution for venue-based organisations.

Based on the work of the former and current Dues Task Forces, the Working Group proposed two options for consideration:

1. Dues based on expenditure on conservation activities only, or
2. A cap on dues.

The background paper discussed during the 9th Governance and Constituency Committee meeting, and the 109th Council meeting, providing considerations on the issue of the dues for venue-based organisations, is available here.

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[1] Translation: French: les organisations qui entretiennent de grandes infrastructures; Spanish: organizaciones que mantienen gran infraestructura.

[2] IUCN Regulation 5b contains a detailed definition of universities as: Any duly accredited university, similar institution of higher learning, specialized centre or research institute, organized within a State, seeking admission to this Category shall: (i) be a notfor-profit entity which conforms with the law of the State where its seat is located; (ii) have been in existence for at least three years; (iii) be an academic or professional entity of high standing; and (iv) be autonomous in administration and governance.

[3] To qualify as a venue-based organisation, the Member must have both a major physical infrastructure and one of the primary purposes listed in the bullet points. For example, while the purpose of a ramblers' association is the sport of hiking, if it does not have a major physical infrastructure it does not qualify as a venue-based organisation.

Council recommendation

At its 109th meeting in May 2023, following recommendation from its Governance and Constituency Committee, the IUCN Council approved the proposal for "Dues based on conservation activities only" for venue-based organizations as defined in Council Decision C109/14[4].

The proposed membership dues are included and explained in the proposed amendments to the Membership Dues Guide attached herewith as Annex 1.

[4] The text of the Council decision at its 109th meeting in May 2023:

Decision C109/14
The IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC) which had considered the proposal for membership dues of venue-based organisations presented by Council's Working Group on Membership Dues (Dues WG),

Taking into account the mandate given to the 2021–2024 Council by IUCN Members in paragraph 2.a of the decision adopted by electronic vote in February 2021:

1. Recognizes that the proposal to modify the Membership dues for venue-based organisations by taking into account the venue-based organisation's expenditure on conservation activities and not their total expenditure is the best option to pursue and that the question of the government agencies needs further work;
2. Requests the GCC in coordination with Finance and Audit Committee and the Secretariat, to prepare and submit to Council for approval by email correspondence, draft amendments of the Membership Dues Guide approved by IUCN Members in February 2021 related to venue-based organisations and the timeline for submission to the electronic ballot of IUCN Members in accordance with Regulation 94;
3. *recognizing* that Membership dues and the value of IUCN membership pose a broader set of issues affecting other IUCN Members beyond venue-based organisations, requests the GCC to continue its work and propose a holistic Membership strategy and a revised Membership Dues Guide for adoption at the next Congress.

Timeline for the electronic vote on the amendments to the 2022-24 Dues Guide

- Electronic discussion opens for Members to submit comments: 9 August 2023 and closes on 19 September 2023
- First formal notice of the electronic ballot issued: 27 September 2023
- Second formal notice of the electronic ballot issued: 18 October 2023
- Opening of Member e-vote: 22 November 2023
- Closing of Member vote: 6 December 2023
- Publication of vote results on Union Portal: 20 December 2023