



Documents of the 109th Meeting of the IUCN Council
Gland, 24-25 May 2023

DOCUMENTS SUBMITTED TO THE 109 th COUNCIL MEETING ¹ (PLENARY SITTINGS)		
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¹ Note that the documents submitted to the Council for consideration may differ from any of these documents subsequently approved by Council, modified as the case may be, and attached to the summary minutes of the Council meeting.

6 – Strategy on Knowledge Products and Strategy for the IUCN Academy	C109/6/1/1 Future of IUCN Capacity Building strategy paper C109/6/3 Knowledge Products Strategic roadmap VERSION 2.0 May 2023 C109/6/4 Capacity Building CEM and WCPA Comments v0517	330 392 476
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8 – Strategic Review of IUCN's Future Engagement with the World Heritage Convention	C109/8 World Heritage Review Presentation 25May23 C109/8/1 IUCN Strategic Review World Heritage FINAL NOV22 C109/8/2 IUCN Response to Strategic Review of IUCN's Future Engagement with World Heritage Convention	494 503 568
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[Compiled by Louise Imbsen, Governance Assistant]



109th Meeting of the IUCN Council (C109)

in person, HQ, Gland (Switzerland), 23-25 May 2023

Agenda

(Approved by the IUCN Council decision C109/1 on 24 May 2023)

Tuesday 23 May 2023	
09:00-13:00&14:00-18:00	Meetings of the standing committees of the IUCN Council (PPC, FAC and GCC)
Wednesday 24 and Thursday 25 May 2023	
	<p>Agenda Item 1: Opening of the meeting and approval of the Agenda FOR DECISION</p> <p><i>IUCN Members have received the draft agenda one month in advance of the Council meeting. Their comments will be compiled in Council document C109/1/3.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C109/1/2b rev Program overview of C109 with tentative timetable of Council plenary • C109/1/3 Comments from IUCN Members on the Draft Agenda of C109
	<p>Agenda Item 2: Director General's Report</p> <p>2.1 DG's annual report based results on the DG's strategic objectives for 2022 FOR INFORMATION / DISCUSSION</p> <p><i>Following his annual report 2022, the DG will also present an update on activities since the previous Council meeting (the period January-May 2023). Both the written report and the slides for his update January-May 2023 are available:</i></p> <ul style="list-style-type: none"> • C109/2.1/1 DG's annual report / results on the DG's strategic objectives for 2022 • C109/2.1/2 DG's Update for period since C108 (covering Jan-May 2023) <p>2.2 IUCN 2022 Annual Report FOR DECISION</p> <p><i>Council members received the draft IUCN 2022 Annual Report from the Director General on 7 March 2023, for comments by 27 March 2023. The final version incorporating Council members' comments is available:</i></p> <ul style="list-style-type: none"> • C109/2.2/2 Revised and final version of the IUCN 2022 Annual report, with feedback from Councillors incorporated <p>2.3 Audited Financial Statements 2022 FOR DECISION</p> <p><i>The DG (and CFO) will make a brief presentation followed by the Chair of FAC's presentation of the recommendations from FAC10 scheduled for 23 May 2023, and the Treasurer's remarks.</i></p> <ul style="list-style-type: none"> • C109/2.3/1 - FAC10.2: Financial Results 2022 • C109/2.3/2 - FAC10.2a: The Consolidated Financial Statements for the year ended 31 December 2022 • C109/2.3/3 - FAC 10.2b: Review of the 2022 financial statements <p>2.4 DG's strategic objectives for 2023 FOR DECISION</p> <ul style="list-style-type: none"> • C109/2.4/1 DG's 2023 strategic objectives
	<p>Agenda Item 3: Council's strategic priorities & objectives 2022-25</p> <p>3.1 Overview of progress FOR INFORMATION</p>

	<i>By the President and Vice Presidents</i>
	<p>3.2 Strategic Vision FOR DISCUSSION / DECISION</p> <ul style="list-style-type: none"> • <i>Progress on the 20-year Strategic Vision elaborated by the Intersessional Council Working Group / Steering Committee – for discussion / approval for the purpose of consulting the IUCN membership.</i> • <i>The FAC will discuss the financial strategy at FAC10 on 23 May 2023 and report back to Council.</i> <p><i>During its third meeting held on 16 May 2023, the Steering Committee of the IUCN 20-year Strategic Vision Project agreed to:</i></p> <ul style="list-style-type: none"> • <i>Approve the submission to Council (C109) of two of the deliverables of the Project, Phase II, as defined in the Project Initiation Document. These are: “Analysis of IUCN today” (Chapter 1) and “External situation and trends” (Chapter 2). They can be viewed through the links below.</i> • <i>Recognise that these are provisional texts which will be improved based on consultations with Council and the Membership.</i> • <i>Request that a place holder be included in Chapter 1 for inclusion of a section on Value Proposition to Membership, once defined by Council.</i> • <i>Upon Council approval, submit these documents to Members as part of the package for Consultation (June 2023 onwards).</i> <ul style="list-style-type: none"> • C109/3.2/1 Chapter I - IUCN Today May 6 2023 • C109/3.2/2 Chapter II - External situation and trends
	<p>3.3 Implementation of 2021 Resolutions requiring action from Council</p> <p>3.3.1 2021 Congress Decision 148 - Enabling effective attendance and participation of Members in future sessions of the Congress FOR DISCUSSION / DECISION</p> <p><i>The Advisory Group’s proposals to amend the Statutes, Rules and Regulations to make the Congress a hybrid event – for discussion / approval for the purpose of consulting the IUCN membership.</i></p> <ul style="list-style-type: none"> • C109/3.3.1/1 rev Report of the Advisory Group to Council w. Annexes 1, 3, 4 and 5 • Annex 1 - IUCN Statutes and Regulations September 2021 - with proposed revisions and notes of the Advisory Group 15 May 2023
	<p>3.3.2 Impact of armed conflict on biodiversity FOR DISCUSSION</p> <p><i>Progress report from the Working Group established by Council decision C108/9.</i></p> <ul style="list-style-type: none"> • C109/3.3.2/1 IUCN draft report of the WG on armed conflicts
	<p>3.3.3 Update from PPC and GCC on progress with the implementation of other 2021 Resolutions requiring action from Council FOR INFORMATION / DISCUSSION</p>
	<p>3.4 Implementation of the Council Response to 2019 Governance External Review FOR INFORMATION / DISCUSSION</p> <p><i>GCC will consider results of its Task Force during its meeting of 23 May 2023.</i></p> <ul style="list-style-type: none"> • C109/3.4/1 Report of GCC’s Task Force on the External Governance Review
	<p>3.5 International Positioning FOR DISCUSSION</p> <p><i>Discussion of IUCN’s international positioning, in particular the plans and strategies for UNFCCC CoP28 and other CoPs (e.g. Convention on Migratory Species CoP14) and priority subsidiary bodies of MEAs that will be held in 2023, taking into account recommendations of PPC incl. on the role of IUCN’s Permanent Observer to the United Nations in this regard.</i></p>
	<p>Agenda Item 4: IUCN World Conservation Congress 2025</p> <p>4.1 Selection of the Host Country FOR DECISION</p>

	<p><i>This item will be dealt with in camera, i.e. restricted to the Council members, the Director General and Secretariat staff required for this item.</i></p>
	<p>Agenda Item 5: Constituency Issues</p> <p>5.1 Membership dues FOR DISCUSSION / DECISION</p> <p><i>Discussion / decision on proposals from the Council Working Group to operationalize membership dues for the special case of venue-based organizations (follow-up to Council decision C108/14). This topic is on the agenda of GCC9 of 23 May 2023.</i></p> <ul style="list-style-type: none"> • C109/5.1/1 Council WG on membership dues - Progress Report 19 May 2023
	<p>5.2 Membership applications FOR DECISION</p> <p><i>Consideration of new membership applications taking into account the recommendations of GCC (GCC8 of 13 April 2023 and GCC9 of 23 May 2023).</i></p> <ul style="list-style-type: none"> • C109/5.2 Consideration of 12 membership applications w. Annex • GCC8 Outcomes and recommendations to Council 13 April 2023 <p>5.3 Applications for change of membership category or notification of name change FOR DECISION</p> <ul style="list-style-type: none"> • C109/5.3 Change of category or name of IUCN Members and notification about State Members • C109/5.3/2 Change of membership category <p>5.4 Update on the preparations for the IUCN Members' e-vote to rescind Members' rights FOR INFORMATION</p>
	<p>Agenda Item 6: Strategy for Knowledge Products and Strategy for the IUCN Academy FOR DISCUSSION / DECISION</p> <p><i>Proposals from the Director General in response to Council decisions C108/15 and C108/16, taking into account recommendations from PPC.</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C109/6/1 Initiative for the future of IUCN capacity building • C109/6/3 Knowledge Products and Knowledge Management: Strategic Roadmap Version 2.0 – May 2023 • C109/6/4 Capacity Building CEM and WCPA Comments v0517
	<p>Agenda Item 7: (Re)Confirmation of the rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN FOR DISCUSSION / DECISION</p> <p><i>In the context of a recent issue, the DG consulted the Chairs of PPC and GCC who suggested that Council reconfirms the rules. The following background documentation has been provided by the Secretariat:</i></p> <ul style="list-style-type: none"> • C109/7/1 rev Background note - Use of Logo for lobbying w. attachments
	<p>Agenda Item 8: Strategic Review of IUCN's Future Engagement with the World Heritage Convention FOR INFORMATION</p> <p><i>The Director General would like to share with Council the findings and recommendations of the Strategic Review of IUCN's Future Engagement with the World Heritage Convention which were reviewed by the PPC (See PPC10 Outcomes and recommendations to Council 9 March 2023 for PPC's input).</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C109/8/1 Strategic Review of IUCN's Future Engagement with the World Heritage Convention • C109/8/2 IUCN Response to Strategic Review of IUCN's Future Engagement with World Heritage Convention
	<p>Agenda Item 9: Reports of the IUCN Commissions</p>

9.1 Reports of the Commissions FOR INFORMATION/DISCUSSION

The Chairs of CEM, SSC and WCPA will present their Commission's annual report to Council as required by Art. 77 of the [Statutes](#). The remaining Commission Chairs will present their reports at C110.

- C109/9.1/1 CEM group and regional reports 2022
- C109/9.1/1 PPT CEM report to Council
- C109/9.1/2 WCPA 2022 Annual Report (pages 1-11)
- C109/9.1/2 WCPA 2022 Annual Report (pages 12-39)
- C109/9.1/2/2 PPT WCPA Report 2022 to Council (slide presentation)
- C109/9.1/3 PPT SSC report to Council

9.2 IUCN Climate Crisis Commission:

9.2.1 Appointment of Deputy Chair(s) FOR DECISION

The Interim Chair intends to make a proposal for appointment as Deputy Chair(s). The Interim Chair, who will not be able to travel to Gland, will connect remotely for agenda items 9.2.1 and 9.2.2. The only time available in his travel schedule will be between 11.30 and 13.30 CEST on 24 May.

- C109/9.2.1/1 Appointment of Deputy Chair(s) of the IUCN Climate Crisis Commission

9.2.2 Issues raised by the Interim Steering Committee (ISC) FOR DISCUSSION/ DECISION

In its "statement" (pp 15-18 of the pdf file) clarifying their rationale for adapting the draft Terms of Reference of the Commission to the requirements of the Council in February 2023, the ISC raised issues pertaining to budget and voting rights of the Interim Chair (cf. [Council decision C107/12](#), May 2022) which Council members agreed to discuss at C109

9.3 IUCN World Commission on Protected Areas FOR DECISION

The Chair of WCPA will propose two candidates for appointment to WCPA's Steering Committee to fill vacancies following the resignation of two committee members.

- C109/9.3/1 Appointment of members of the Steering Committee of the IUCN World Commission on Protected Areas

9.4 IUCN Commission on Environmental, Economic and Social Policy FOR DECISION

The Chair of CEESP will propose a candidate for appointment to CEESP's Steering Committee to fill a vacancy following the resignation of a committee member.

- C109/9.4/1 Appointment of a member of the Steering Committee of the IUCN Commission on Environmental, Economic and Social Policy

9.5 IUCN Commission on Education and Communication FOR DECISION

The Chair of CEC will propose candidates for appointment to CEC's Steering Committee.

- C109/9.5/1 Appointment of members of the Steering Committee of the Commission on Education and Communication

Agenda Item 10: Reports with recommendations from the Council's Standing Committees FOR DISCUSSION / DECISION

Under this agenda item, the committees will present topics for information, discussion and/or decision of Council that have not yet been covered under other agenda items of this Council meeting.

10.1 Finance and Audit Committee (FAC)

- FAC9 Outcomes and recommendations to Council 3 May 2023 w. Annex

10.2 Programme and Policy Committee (PPC)

- PPC11 Outcomes and recommendations to Council 12 April 2023

	<p>10.3 Governance and Constituency Committee (GCC)</p> <ul style="list-style-type: none"> • GCC8 Outcomes and recommendations to Council 13 April 2023
	<p>Agenda Item 11: Amendments to the Regulations FOR DISCUSSION / DECISION</p> <p><i>This item is on the agenda in order to allow Council to approve amendments to the Regulations if it wished to do so, taking into account that Article 101 of the Statutes requires that amendments to the Regulations must be placed on the agenda of the Council and adopted at each of two successive periodic meetings of the Council. Between these Council meetings, the proposed amendments must be communicated to IUCN Members for comments or objections. The amendments listed under this item concern amendments other than those consequential to the proposed amendments to the Statutes and Rules of Procedure of the Congress referred to under agenda item 3.3.1 (in response to Congress Decision 148) which will be submitted to the IUCN membership for approval together with the amendments to the Statutes and the Rules which they relate to.</i></p> <p>11.1 Amendments to the Regulations concerning the Legal Adviser (Follow-up to Council decision C107/21)</p> <ul style="list-style-type: none"> • <i>Taking into account recommendations from GCC. See in this regard GCC8 Outcomes and recommendations to Council 13 April 2023 (item 4, paragraph f)</i>
	<p>Agenda Item 12: <i>in camera</i> session</p> <p><i>Session of the Council held in camera, i.e. restricted to the members of the Council, in accordance with Article 58 of the Statutes</i></p> <p>12.1 Search for and transition to a new Director General of IUCN</p>
	<p>Agenda Item 13: Any other business</p> <p>13.1 Date and place of the next Council meeting C110</p> <p><i>Maud Lelièvre has confirmed that the French Government will host the 110th Council meeting in (or near) Paris from 13 to 15 November 2023 in the context of the 75th anniversary of IUCN's founding. Consultations are on-going with the view to determining to what extent the host will pay any expenditure not covered by the approved IUCN budget.</i></p>



109th Meeting of the IUCN Council

in person, in Gland (Switzerland) on 23, 24 and 25 May 2023

Comments from IUCN Members on the Draft Agenda C109

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

The draft agenda of the 109th Council meeting has been shared with IUCN Members on 20 April 2023, for comments by 19 May 2023.

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

NICK Sabrina

From: Kathleen Rogers <rogers@earthday.org>
Sent: 09 May 2023 22:13
To: President - IUCN
Subject: Comment on the Draft Agenda for the 2023 IUCN Council Meeting
Attachments: IUCN Letter.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: President

Dear Ms. Mubarak,

Please find our comment regarding the agenda for the 2023 IUCN Council meeting attached.

Best,
Kathleen

[Earth Day 2023: Invest In Our Planet](#)

Kathleen Rogers
President



1 BILLION PEOPLE | 192 COUNTRIES | 150,000 PARTNERS

T: 202-518-0044
E: rogers@earthday.org
1752 N Street NW
Suite 700
Washington, DC 20036
www.earthday.org
[#InvestInOurPlanet](#)





May 9, 2023

Razan Al Mubarak
President
IUCN

Dear Ms. Mubarak,

As a longstanding member of IUCN, with a network of over 150,000 NGOs which work with us on Earth Day and year-round, we ask that the topic of climate education, specifically, climate and biodiversity education that is universally mandated and integrated from K through 12, university, trade schools, and graduate schools be included in the agenda for the 109th Meeting of the IUCN Council.

Earth Day's petition on this subject now includes over 450 million people signed on, both individually and through their organizations. This petition has resulted in many countries adding climate literacy into their NDCS under the Paris Agreement, as well as consideration by the G20 and G7 for inclusion. Additionally, some multilaterals, including those that fund biodiversity and conservation, are considering mandatory climate/biodiversity education be included in all financing and grant making for conservation. It makes good conservation sense given the extraordinary pressures on communities which intersect with conservation projects, climate change, and the need for economic security.

The commitment of IUCN to promoting climate literacy falls within the IUCN Program-IUCN 2030 one nature, one future which in the section on youth states "IUCN will work across all fronts including education . . . to further intergenerational knowledge sharing . . ." Moreover, Section 6 of the program on enablers includes communication, education, and public awareness. Finally, IUCN is also engaged in helping implement the UN SDGs and UN SDG 4 and its target 4.7 focus on education for sustainable development.

We also support IUCN Resolution 62 (Children), 64 (Behavior Change), 84 (Environmental Education) and closer collaboration could greatly amplify progress towards these priorities.

EARTHDAY.ORG

1752 N Street, NW,
Suite 700

Washington, D.C.
20036

Tel: +1.202.518.0044

Fax: +1.202.518.8794

www.earthday.org

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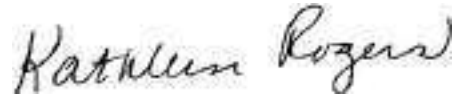
We commend IUCN on its recent focus on the engagement of youth 18-35 including the Youth Strategy. Systematic Education of Children as identified in the Resolutions is complimentary but distinct. Several IUCN members states have identified formal compulsory K-12 Education as more inclusive with far greater potential as a whole society solution for large scale behavior change. Fifty years ago, the first Earth Day sparked an environmental revolution, and ignited the modern environmental movement. Today, EARTHDAY.ORG, the organization that grew out of the first Earth Day, is mobilizing its global network, trusted brand and far-reaching communications assets to call for universal climate literacy. Our goal is to accelerate the transition to an equitable green economy by creating the next generation of green consumers, innovators, and civic leaders.

The draft agenda for the 109th Meeting of the IUCN Council is missing discussion on **climate education**, even as public and private sector leaders are increasingly recognizing the need for a climate-literate population. In 2020, with support from a World Bank grant, EDO studied more than 35 countries' environmental education systems and found that not a single country mandated environmental or climate education nationwide. Since then, in part due to EDO's [Global Climate and Environmental Literacy Campaign](#) which include the first ever pavilion dedicated to climate education—the Climate Education Hub—at COP27 in Sharm El-Sheikh and the youth-led Climate Education Coalition.

As support for climate education grows, a number of funds dedicated to climate literacy are being created by governments, multilateral organizations, and global educational partnerships that would provide funding to countries that demonstrate a clear and actionable commitment to integrating climate education policy. EDO is calling upon all countries to add such a commitment in their [Nationally Determined Contributions \(NDCs\)](#) as outlined in Article 4, paragraph 2 of the Paris Agreement. Under the Paris Agreement's Enhanced Transparency Framework (ETF) established under Article 13, paragraph 7b, countries are required to report progress made in implementing and achieving their NDC commitments as a method of building trust and confidence for future funding. Support for climate literacy is also key to achieving the objectives of the UN CBD and goals of the 2025 World Conservation Congress.

We thank you for your consideration of this matter and respectfully request a call with you at your earliest convenience to discuss the path forward.

Sincerely,



Kathleen Rogers
President
EARTHDAY.ORG

Cc: Sue Lieberman
Rick Bates
Sixto Inchaustegui
Sean Southey
Christina Voight
Manuel Pulgar-Vidal

NICK Sabrina

Subject: RE: Council Meeting Comments

From: Ottinger, Prof. Richard L. <rottinger@law.pace.edu>**Sent:** Thursday, May 11, 2023 10:19 AM**To:** ALI RAZA Rizvi <Ali.raza@iucn.org>**Cc:** Christopher P Dunn <cpd55@cornell.edu>**Subject:** Council Meeting Comments

Dear Ali:

Christopher Dunn recently forwarded to me the draft agenda for the 109th Council Meeting to be held 23-25 May with instructions to send any comments or suggestions to you.

Re Agenda Item 9.2, I would like to have asked of Manuel Pulgar Vidal when he will publish his plans for the Commission that you kindly forwarded to me, and how applications for membership are going to be handled. I have sent three e-mails to him, one recently, offering my help and asking for membership, but he rudely failed to reply at all to any of them. This does not seem to me appropriate interest in member participation in his important work.

Also, I would like to have an item added to the agenda an item re what are the IUCN Council plans for having countries address the climate crisis in 2023 and what IUCN plans to present at COP 28 re plans for transition from fossil fuels and for terminating fossil fuel subsidies.

Thanks for your consideration. All the best. Dick

NICK Sabrina

Subject: RE: IUCN: 109th Council meeting - draft Agenda ASOC comments

From: scotthajost@yahoo.com <scotthajost@yahoo.com>
Sent: Thursday, May 18, 2023 4:13 PM
To: President - IUCN <president@iucn.org>
Cc: LIEBERMAN Susan <susan.lieberman@iucn.org>; RAO Madhu <madhu.rao@iucn.org>; OVER Sarah <Sarah.Over@iucn.org>; GOOD Deborah <Deborah.GOOD@iucn.org>
Subject: IUCN: 109th Council meeting - draft Agenda ASOC comments

Dear President Mubarak. On behalf of ASOC- the Antarctic and Southern Ocean Coalition, I am pleased to provide comments on the 109th Council draft agenda. ASOC is the only environmental NGO observer in the Antarctic Treaty System (ATS). IUCN has long had a “seat at the table” in the ATS. The IUCN Program 2030 includes Antarctica and the Southern Ocean. It is timely for this IUCN Council to revisit the Council approved 2009 IUCN Antarctic Strategy.

The 45th ATCM (Antarctic Treaty Consultative Meeting) will take place in Helsinki, Finland May 29- June 8 (climate change is an important theme) followed by the 3d Special Meeting of CCAMLR (Commission for the Conservation of Antarctic Marine Living Resources) June 19-23 in Santiago, Chile to discuss Southern Ocean MPAs. Council can discuss IUCN engagement in the ATS and these meetings in particular under agenda item 3.5 – International Positioning. It would be good if IUCN is present at the ATCM and CCAMLR Special Meeting and we appreciate that this is being worked on.

We are pleased that action on Marseille Resolution 107 on fisheries and marine biodiversity which includes Antarctica and the Southern Ocean has begun and ASOC is further pleased to contribute.

Many thanks and all the best for a successful Council meeting.

Scott A. Hajost

Board Vice-Chair
ASOC- Antarctic and Southern Ocean Coalition
<https://www.asoc.org/>



To: IUCN Members

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

Draft Agenda for the 109th meeting of the IUCN Council

23-25 May 2023

Dear IUCN Members,

IUCN Members and National, Regional and Interregional Committees are welcome to send their comments on the [draft Agenda](#) for the 109th Council meeting to the IUCN Director General via president@iucn.org by 19 May 2023.

Kind regards,

Membership and Commission Support Unit

You are receiving this message because, according to our database, you are the IUCN focal point for your organization (Primary contact, Additional Primary contact and/or Head of Organization), or an IUCN Commission member. Please let us know if this is incorrect and we will update our records accordingly.

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Ms. Razan Al Mubarak,
President IUCN, UAE

Dated: April 27, 2023

Re: Request for review of IUCN Membership Fee

Dear Ms. Razan Al Mubarak,

Greeting from Pakistan and a very Happy Eid Mubarak,

I am writing to you to bring to your kind attention the concerns of all the non-profit organizations (NPOs) from Pakistan regarding the high membership fees being charged by IUCN. As the President of IUCN and representative of the constituency, I urge you to raise this issue on behalf of IUCN members from Pakistan and other developing countries.

Pakistan has the second largest NPO membership in the IUCN global family and has been actively advocating for climate change, biodiversity, and environmental-related issues with the government and other entities. Therefore, it is crucial that their concerns are taken into consideration.

It has been brought to our attention that in the last World Council, membership fees increased by 100% to 500%. Moreover, the new membership fee rate is now based on total budget, which is a discriminatory way of calculation, as NPOs from rich countries can pay it easily, while those from country with weak currency will find it very difficult. Additionally, most of the funds received by NPOs are restricted funds, which cannot be used for anything other than project-related activity, leaving them with little surplus funds to pay for membership fees. It is worth mentioning that the membership fee of other international organizations is minuscule as compared to IUCN's fee.

Furthermore, Pakistan is currently going through hyperinflation with a 100% increase in the dollar value in just one year, making it virtually impossible to pay such heavy IUCN membership fees. It is crucial that we support the non-profit organizations in Pakistan in their efforts to play their role in securing a better environment for the people of the country.

We suggest a reasonable flat token rate for IUCN membership fees as being charged by many other global and regional membership forums. The membership fee based on organizational annual turnover already discriminates against the principle of equality and equity for all. Another option may be to have a decentralized membership system for every country with the same code of conduct to follow but with different criteria as per the local context, which should be negotiated considering the current financial situation and constraints. By doing so, more funds can be allocated towards crucial conservation agendas, benefiting the communities in Pakistan.

I request you to give due consideration to this matter and raise this issue in the forthcoming 109th meeting of the IUCN Council to be held from 23-25 May 2023 and take necessary steps to address the concerns of NPOs from Pakistan and other developing countries regarding high membership fees. This will help in promoting inclusivity and equity in IUCN's membership structure, and support the crucial work being done by NPOs in developing countries.

Thank you for your attention to this matter.

Sincerely,

Warm regards,



Dr. Roomi S. Hayat
Chairperson
IUCN Pakistan National Committee,
IRM Complex, 7-Sunrise Avenue, Main Park Road
Near Comsats University, Islamabad, Pakistan.
Phone: +92-5108742201-7, Email: roomi@irm.edu.pk

Copy:

1. Pakistan National Committee,
2. DG IUCN, Geneva, Switzerland.
3. RD IUCN, Bangkok, Thailand.
4. Mr. Raj Kumar, Regional Membership Manager, Thailand.
5. National Committees.

NICK Sabrina

From: Scott Hajost <sh@whistleblowers.org>
Sent: 19 May 2023 15:08
To: President - IUCN
Cc: LIEBERMAN Susan; VOIGT Christina; OVER Sarah; GOOD Deborah
Subject: IUCN: 109th Council meeting - draft Agenda NWC comments

Follow Up Flag: Follow up
Flag Status: Flagged

Dear President Mubarak. I am pleased to provide comments on the draft 109th Council agenda on behalf of NWC (the National Whistleblower Center).

The IUCN Nature 2030 Program provides that as part of the enhanced realization and enforcement of the environmental rule of law IUCN will promote whistleblower protection and reward laws. Marseille Resolution 115 on environmental defenders and whistleblowers among other things encourages the DG to develop an IUCN policy and action plan on environmental human rights defenders and whistleblowers and report on activities related to such policy and action plan as part of the IUCN Annual Report. Resolution 115 requests CEC, (W)CEL and CEESP to initiate a campaign to promote and support the work of environmental human rights defenders and whistleblowers. Whistleblowers are further addressed in Marseille resolutions 38 on organized crime and the environment, 40 on online wildlife crime, 54 on the private sector and wildlife trafficking and 108 on deforestation and agricultural commodity supply chains and in the WCEL Mandate.

Human rights is integral to Resolution 115 on environmental human rights defenders and whistleblowers which we trust will be included in the work of the Council PPC human rights task force. The report of the UN special rapporteur on human rights defenders and their anti-corruption work which also includes whistleblowers is an important document for consideration <https://documents-dds-ny.un.org/doc/UNDOC/GEN/G21/396/47/PDF/G2139647.pdf?OpenElement> IUCN engagement with the UN Human Rights Council is of course relevant to the task force and agenda item 3.5 on IUCN's international positioning.

The IUCN Program, numerous Marseille resolutions and various Commission Mandates all address various aspects of natural resource crime including wildlife crime. IUCN members are involved in a number of natural resource crime efforts including the Wildlife Trafficking Alliance based at AZA, the Nature Crime Alliance based at WRI and End Wildlife Crime. It would be good for Council to take up consideration of development of an IUCN strategy to contribute to combating natural resource crime.

There is increasing convergence among the environment and conservation, human rights, crime and corruption communities including on human rights and climate change and the UNFCCC. Supporting environmental defenders/whistleblowers is part of that convergence. In

this regard, this community is focusing on the 10th Conference of States Parties (COSP) to the UN Convention Against Corruption (UNCAC) which the US Government is hosting this December in Atlanta, Georgia. Natural resource crime will be an important element of the COSP. It would be good for Council to consider UNCAC and COSP 10 as part of agenda item 3.5 and for it to be included in the IUCN international policy calendar.

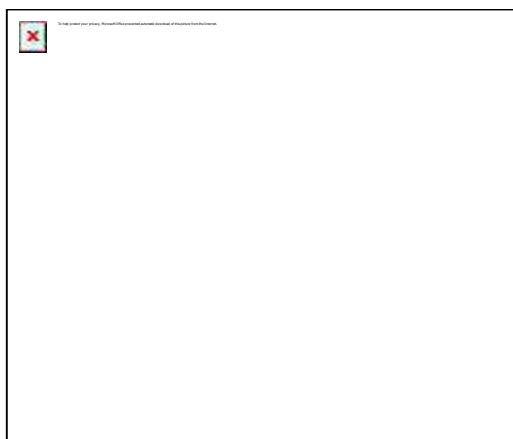
Thank you for Council's consideration.

Scott A. Hajost

Senior Environmental Policy Adviser

National Whistleblower Center

<https://www.whistleblowers.org/>



To: IUCN Members

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

Draft Agenda for the 109th meeting of the IUCN Council

23-25 May 2023

Dear IUCN Members,

IUCN Members and National, Regional and Interregional Committees are welcome to send their comments on the [draft Agenda](#) for the 109th Council meeting to the IUCN Director General via president@iucn.org by 19 May 2023.

Kind regards,

Membership and Commission Support Unit

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26 April 2023

Razan Khalifa Al Mubarak
President, International Union for the Conservation of Nature

Dear President Al Mubarak;

Greetings from the United States. We greatly appreciate your leadership and the superb work of you and the Council on behalf of IUCN and its Members.

As you might know, two of our US members, The Smithsonian Institution and the Environmental Defense Fund (EDF), have been approved to change their membership status from NGO to Affiliate. This is owing to the increase in their dues and the consequent reclassification of both organizations into the highest dues category.

The “good news” is that both valued organizations can remain as Members of the Union. The “bad news” is that, after decades of significant and dedicated contributions to ensuring the strength of the Union, their ability to fully participate will now be diminished.

What is equally troubling is the fact that they are being expected to pay the full 2022 dues at the Group 10 level (20,620 CHF) as well as Affiliate dues for 2023. This is concerning as they are not prepared to pay the 2022 amount, nor do they plan to do so, because they applied for changes in their Membership category in 2022. They both entered into good faith discussions with the IUCN Secretariat in 2022 fully expecting a change in status would be applicable to 2022 as well as 2023.

As the Executive Committee of the US National Committee, we do not feel this approach from the Secretariat is appropriate, and we worry that both organizations might consider withdrawing completely from IUCN owing to this issue (both the dues structure and process, and the attitude to their 2022 dues). We would all be the worse off if we were to lose two high profile members.

The Smithsonian has been a valued member since 1966 and has been immensely supportive of the Union, of the US National Committee, and of individual Members. The Smithsonian, which operates the Smithsonian National Zoological Park, is a venue-based organization. We understand that Council has established a Task Force to review venue-based organizations, which we welcome owing to the fact other zoos, botanic gardens, and aquaria face this same dues issue. In fact, we are trying to recruit *more* venue-based organizations to IUCN members and the Species Survival Commission has drafted a Position Paper on the important conservation roles of zoos, gardens, and aquaria.

The Environmental Defense Fund has been a member since 1984 and has connected over time with various parts of IUCN, including those working on climate change and oceans. The budget for their membership comes from EDF’s international budget, which is quite small. EDF is not a venue-based organization nor a Center in a university. Because IUCN has determined that it cannot accept budgets from the individual relevant programs within an organization (although it can and does for universities), we fear that EDF will also withdraw from IUCN if they are expected to pay the full 2022 dues as calculated by the Secretariat (20,620 CHF).

We ask your assistance in working with Council to reach an agreement that the Affiliate dues level for 2023 is retroactive to 2022 for both the Smithsonian Institution and the Environmental Defense Fund. And we ask, respectfully, that Council swiftly act to revise the dues structure and computation process, such that long-time, active, and internationally respected members can be retained and that venue-based organizations are motivated to join the Union.

With all best wishes,

Executive Committee:

Christopher P. Dunn, PhD, Chair

Deborah Hahn

Scott Hajost, Esq.

Healy Hamilton, PhD

David Reynolds

Jennifer Swandby

Cc: Susan Lieberman, PhD, Councillor, North America and the Caribbean
Tracy Farrell, PhD, Director, North American Regional Office
Deborah Good, Membership Focal Point, NARO
Sarah Over, Senior Membership Engagement Manager, IUCN

Results on DG strategic objectives for 2022

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Introduction

The purpose of this document is to report on the results of the Director General’s (DG) Strategic Objectives for 2022. Reporting is against strategic objectives and overarching indicators approved by Council in June 2022, see [Council document No B6/2](#). Given the timing of approval of the strategic objectives and the resulting reporting, some of the results captured in this report are from Q1 2023.

The structure and coverage of the strategic objectives is prescribed in the [IUCN Council Handbook](#) Article §62; and reporting is based on and/or complementary to:

- IUCN 2022 Workplan, approved by Council at its 107th meeting;
- One Programme Charter;
- Congress outcomes, IUCN External Reviews and discussions with Council;
- Secretariat’s report on resolutions (delivered end of 2022);
- IUCN 2022 Annual report, submitted to Council for feedback on 7 March 2023; and
- DG update to Council meeting 107 and 108; amongst other.

Overarching performance indicators

- 1. Financial result** at end of 2022 to be in line with the IUCN Financial Plan
 - a. Size of core funding increased: % increase
 - b. Size of reserves in line with IUCN Financial Plan: % increase

The IUCN Financial Plan foresaw a surplus of CHF 0.5m. The actual result for 2022 was a surplus of CHF 1.0m. An operating surplus of CHF 4.1m was realised, however other expenditure items significantly impacted the final result. Specifically, there were unrealised losses on the IUCN investment portfolio of CHF 1.7m, a 10% decline, driven by falls in global financial markets, and foreign exchange losses of CHF 1.3m as a result of the consolidation and translation of regional balance sheets to Swiss francs,

reflecting an appreciation of the Swiss franc against nearly all major and local currencies with the exception of the US dollar.

Membership dues (invoiced amount – before provisions) increased from CHF 12.6m to CHF 13.5m (7% increase). Framework income increased from CHF 13.6m to CHF 15.2m (11% increase).

The level of reserves (unrestricted and designated) at the end of 2022 was CHF 23m compared to a Financial Plan level of CHF 20m.

2. Membership increase: number of new Members (reported on by category)

64 new Members of which 1 State, 5 government agencies, 4 subnational governments, 48 national NGOs, 2 international NGOs, 2 indigenous people's organisations, and 2 affiliate.

3. Membership engagement: % of Members involved in Programme delivery

The 2022 value of the portfolio ran by the Secretariat is at 147.9 MCHF spread across 465 projects. 46% of these are implemented with Members.

To understand the overall contribution to Programme delivery by Members, please refer to the [IUCN Contributions for Nature Platform](#).

4. Strategic partnership: number of novel partnerships (including but not limited to: private sector, donors, multilateral organisations, etc)

In 2022, IUCN signed 138 news contracts for a total value of CHF164 million. Bilateral engagements represented over 60% of income, with the largest new partnerships signed with Australia, France, Germany, Luxemburg, Norway, Saudi Arabia, Switzerland, Sweden, Norway. This included an innovative partnership with SIDA to implement the “Advancing towards effective conservation and territorial management with a rights-based approach” programme in Central and South America.

Two new large partnerships were signed with philanthropic foundations. The first will support the implementation of the Green List Programme until 2030, with the objective of implementing the new Global Biodiversity Framework Targets and the 30x30 ambitions to secure biodiversity and climate benefits. The second grant support by an IUCN Patron of Nature, will support the Sport for Nature initiative co-created by IUCN, the International Olympic Committee and UNEP, in collaboration with the CBD Secretariat. This initiative aims to deliver transformative action for nature across sports, by 2030 and beyond. It will bring together sports federations, leagues, clubs and events to protect and avoid damage to important species and habitats, restore key ecosystems, create sustainable supply chains, and educate and inspire the wider sporting community to take action for nature.

New partnerships included the launch of a major new, track II, initiative on NbS (ENACT, Enabling Nature-based solutions for an Accelerated Climate Transformation), co-chaired by the governments of Egypt and Germany, aligned with the UNFCCC and the high-level champions agendas, with several IUCN State Members committing to the partnership.

IUCN signed a new 3-year partnership with KfW, paving the way for new areas of work with Germany on issues such as private sector and finance and human rights in conservation – as well as the implementation of the Global Biodiversity Framework.

Building on the existing engagement with the Royal Commission for AlUla at local level, a new institutional partnership was developed with the aim to collaborate in the areas of Nature and Wildlife, Tourism and Heritage, Arts and Culture, events and publications, both in Saudi Arabia as well as globally.

A new agreement was signed with the European Commission for EUR 32 million – which will provide funding to 200+ environmental projects in the EU's Outermost Regions and Overseas Countries and Territories by a consortium led by IUCN, the French Office for Biodiversity, the IUCN National Committee of The Netherlands, and the IUCN French National Committee. An excellent example of the One Programme Approach.

17 new agreements were signed with the private sector.

For more information, kindly refer to the 2022 IUCN Annual Report.

5. Size of portfolio: % increase

The current size of the portfolio (B & C lists at the end of Q1 2023) is the following:

Project type	Value (CHF)	Percentage of increase from last year (end of Q1 2022)
Executing role	832 594 954	Increased by 8%
Implementing role	283 446 067	Increased by 24%
Service level agreement	18 287 137	Increased by 28%
Grand total	1 134 328 158	Increased by 12%

6. People management: staff fluctuation/ retention

The Secretariat's turnover rates are within the norms of the not for profit sector. Across all sectors in 2020 the voluntary turnover decreased and the involuntary turnover increased, as many employers laid off part of their staff due to the COVID-19 pandemic. The latter did not happen at IUCN Secretariat. After the pandemic, the voluntary turnover increased sharply across all industries at IUCN, the increase is slower than the average.



7. Policy influence (note: indicators are under development and will be operational in 2023)

The policy influence work of the Secretariat is delivered through two main mechanisms:

- 1) Programmatic policy influencing in two contexts (aka “non-portfolio”): i) International policy influence (multilateral agreements), and ii) Regional policy influence.
- 2) Project portfolio contributions to policy influencing through projects

IUCN’s policy influencing work at the international and regional level is substantive. Guided by IUCN’s general policy as stated in the adopted Resolutions and Recommendations, at the international level, IUCN actively engages in numerous policy processes, provides technical and scientific inputs as well as targeted recommendations to influence decisions, engages with IUCN Members, Parties to different Conventions and partners to exchange on and align positions, among others. IUCN prioritises international policy processes where the Union has a clear mandate – from Resolutions, a recognized advisory role and track record (e.g. the Convention on Biological Diversity and the Global Biodiversity Framework, CITES and the World Heritage Convention), where IUCN has a clear comparative advantage (e.g. the United Nations High-Level Political Forum, the United Nations General Assembly and other UN processes capitalising on the IUCN Observer Status and authoritative knowledge products), where there is a clear convergence with the implementation of the IUCN Programme (e.g. engagement in the High Seas treaty negotiations) and through which new areas of work are identified (e.g. negotiations of the new Plastic Pollution Treaty).

A number of products and tools support IUCN’s policy influencing work. These include: position papers which are focused on the agenda of the respective prioritized meetings or processes and which provide concrete policy recommendations, briefs (technical or policy), Statements by the Director General, Open letters (including to IUCN Members ahead of key events), interventions from the floor, articles and blogs, media briefs, among others. Webinars, capacity building and training activities as well as side events also complement IUCN policy influencing work.

In 2022 and until the end of Q1 2023 IUCN:

- Sent delegations to 34 international policy meetings
- Developed and released 12 position papers
- Issued 62 policy documents (including information briefs, policy briefs, papers)
- Made and released 50 statements or interventions from the floor
- Published 28 articles or blogs
- Hosted, co-organised or participated in 263 side events

IUCN also participates in a number of regional (and national) policy processes. These include engagement with Regional policy bodies (e.g. African Union, European Parliament and Commission) or processes (e.g. African Ministerial Conference on the Environment, the Regional Forums on Sustainable Development). In general, policy influencing activities at the regional level have a direct correlation with IUCN’s projects which include policy components.

IUCN Members appreciate IUCN’s policy influencing work and engage with IUCN Secretariat and Commissions in international and regional policy forums. In an effort to increase interactions across the Union around policy positions and objectives, the IUCN Secretariat has organised webinars and briefings ahead of key policy meetings to socialize and amplify IUCN’s positions, participated in and contributed to similar activities hosted by Commissions, Regional and National Committees and partners, regularly included and shared information about IUCN’s policy priorities and engagements across the Union using the IUCN Digest and dedicated webpages in the IUCN website, circulation of newsletters, factsheets and reports, among others. All these created spaces for active engagement across IUCN constituencies to enhance our policy influencing and advocacy work.

It is worth emphasizing that the Member adopted [Resolution and Recommendations](#) provide IUCN with general policy guidance and are the basis for IUCN's policy influencing work. Many IUCN Members refer to this body of policy to further guide and advance conservation action. Resolutions also bring together IUCN's constituencies around their implementation.

The project portfolio is a great tool to support the crystallisation of the IUCN footprint across the world (currently delivering in 166 countries). Through its portfolio, IUCN:

- generates, compiles and/ or provides science and knowledge solutions based on locally-driven identification of conservation and development problems;
- disseminates this knowledge through engagement with policy stakeholders and policy makers to increase awareness, capacity, and will that leads to improved policy for biodiversity conservation and equitable sustainable natural resource management;
- supports governments and actors across other sectors to implement these policies by providing technical assistance, globally-recognized monitoring and reporting standards, capacity development, and direct financing; among others.

This work leads to positive outcomes and impacts for people, land, water, ocean, and climate.

To measure our results performance IUCN must start monitoring and reporting on standard result indicators linked to policy and beyond. In 2022, a results architecture comprised of reference outcomes, reference products and services, an indicator catalogue have been designed with the overall purpose to be integrated into the project portal. This will enable IUCN to globally plan and monitor in a consistent manner across its portfolio and enable analytical reporting and accounting – including the policy work delivered through the portfolio.

How will this work...

At the institutional level, IUCN's policy work is based on the mandate provided by IUCN Resolutions and Recommendations and on using IUCN's globally accepted knowledge and science products to inform agenda setting, policy development, policy implementation, and policy monitoring and reporting. Each of these four stages of the policy cycle have key milestones.

IUCN projects will link each of their outcome-level results to one of the Reference Results: knowledge, policy or action.

Each policy outcome will use the standard policy indicator to identify the baseline and target milestones on the policy cycle, and report on progress towards the target in terms of milestones passed.

Each policy outcome will also select and report on the supporting products and services.

This will allow IUCN to show the policy contributions of the portfolio, mapped to the policy cycle, and will allow standardised monitoring of the milestones being influenced. It will also show which outputs are being used to delivered the policy outcomes, and, at a later date when budgets are based on outputs, will enable quantified level of effort per outcome.

Report on results against strategic objectives approved by Council

Chapter 1. Strategic Leadership in Conservation

IUCN's influence on global policy stage is strengthened.

1.1 Influence the development of an ambitious Post-2020 Global Biodiversity Framework (GBF) and

1.5. Strengthen IUCN's leadership in advancing the Post 2020 GBF through strategic partnerships

IUCN's objectives for the [UN Biodiversity Conference](#) were three-fold: i) strategically influence the negotiations towards the adoption of a strong Post-2020 Global Biodiversity Framework; ii) position IUCN as key player in the implementation of the Framework once adopted; and iii) increase IUCN's influence, visibility and impact promoting and advancing IUCN's policy, and its Programme – Nature 2030.

To achieve these objectives, IUCN's One Programme delegation – strong of 95 delegates on-site and virtual, followed the negotiations, organised and participated in over 50 side-events, and major associated parallel events such as the High-Level Segment. IUCN's interventions and advocacy were guided by its 3 position papers developed in close collaboration with IUCN Commissions and Council's Programme and Policy Committee (PPC), on: 1) the post-2020 global biodiversity framework; 2) support mechanisms for the implementation of the framework; and 2) other technical issues that were also under negotiation.

IUCN's [closing statement](#) provides some thoughts on the Kunming-Montreal Global Biodiversity Framework (KM GBF). As a provider of biodiversity knowledge, tools and standards that help conservation planning, IUCN can meaningfully contribute to the implementation of the new framework, and this was recognised in a number of COP decisions, including on the monitoring framework, invasive alien species, nature and culture, capacity-development. Further, while not explicitly mentioning IUCN, some COP decisions provide opportunities for IUCN to meaningfully contribute to the implementation of the KM GBF, while also implementing the Nature 2030 Programme. Some of these are further identified in the detailed delegation report shared with Commission Chairs and PPC ([IUCN meeting report: UN Biodiversity Conference 2022](#)).

IUCN's participation at the UN Biodiversity Conference 2022 was substantive with IUCN delegates actively taking part in nearly all the activities and strands of the Conference. Some highlights include:

- IUCN made interventions from the floor/statements during COP stock-taking plenaries (10 and 17 December).
- IUCN co-organised the Nature and Culture Summit with CBD Secretariat, UNESCO, IIFB and other partners, with a rich high-level programme, and with very strong participation from Indigenous Peoples and Local Communities. (11-12 December)
- IUCN was featured in more than 3,000 media articles that referenced COP15 in December 2022. Including 2 live TV interviews to Al Jazeera on the importance of COP15 and the status of negotiations (8 and 11 December).
- The High-Level Segment, where the Director General made [an IUCN statement to UN Biodiversity Conference 2022](#) (15 December)
- IUCN ran an exhibit booth from 7 to 19 December. The booth helped increase IUCN visibility at COP15 and provided a convenient meeting place for Union meetings. It delivered significant opportunities to inform and mobilise IUCN Members.
- IUCN was a major partner in the Nature-Positive Pavilion, where we hosted [22 events](#).

In the run up to CBD COP15, the Secretariat organised five webinars with the aim to support and mobilise Members, and one webinar after the COP on the outcomes. To reach Members in all time zones, each webinar was held twice (AM and PM sessions).

Date	Title	Turnout
4 October 2022	IUCN Webinar series: How to achieve Species Goals and Targets of the Post-2020 Global Biodiversity Framework.	AM: 95 PM: 112
20 October 2022	IUCN Webinar series: Nature-based Solutions in the Post-2020 Global Biodiversity Framework	AM: 119 PM: 147
27 October 2022	IUCN Webinar series: Resource mobilization for the Post-2020 Global Biodiversity Framework	AM: 88 PM: 100
1 November 2022	IUCN Webinar series: Ecosystem Restoration in the Post 2020-Global Biodiversity Framework	AM: 83 PM: 116
7 November 2022	IUCN Webinar series: 30 x 30 - What and who counts?	AM: 95 PM: 177
20 and 28 February 2023	COP15 is over, now what? Translating the Kunming-Montreal Global Biodiversity Framework	AM: 113 PM: 103

IUCN also held Nature-based Solutions regional webinars in 10 IUCN Regions. The webinars were attended by over 225 participants from 55 countries, including CBD, UNFCCC and UNCCD negotiators.

In addition, the Director General had more than 31 meetings at the CBD COP15 in Montreal during the negotiations, whereby 10 were at Ministerial level. Members and government representatives sought advice on various issues; these bilateral meetings proved to be imperative in the final hours prior to adoption of the KM GBF.

IUCN Member feedback:

"I would like to commend you [Bruno] on preparing IUCN members for a more unified approach going into COP15. The work in Montréal and Kunming, and the ensuing Global Biodiversity Framework, will play a big role in our conservation efforts moving forward."

- Ron Hallman, President & CEO - Parks Canada Agency

1.2 Lead the development of strategic and focused messaging for key Conventions (for example, CBD, UNFCCC, UNCCD) in line with the adopted IUCN Resolutions

The Secretariat led the coordination and development of strategic and focused messaging for key Conventions' conferences of the Parties and meetings throughout 2022, such as CBD COP 15, UNFCCC COP 27 and CITES COP 19. IUCN's engagement was guided by adopted IUCN Resolutions. In 2022, following consultations with IUCN Commission Chairs, IUCN Council (in particular the Policy and Programme Committee at its 6th meeting) and staff, an updated set of [IUCN Procedures for Engaging in International Policy Meetings](#) were approved and released. The document is primarily addressed to the IUCN Secretariat but expands to cover roles and responsibilities of the wider IUCN policy system, providing guidance to IUCN delegations at international policy meetings. The policy procedures also offer relevant information on IUCN delegations, side events, communications and delegation reports, and different types of policy documents.

Guided by IUCN programmatic priorities, at the beginning of each year, the International Policy Centre (IPC) identifies the priority global policy events and processes relevant to IUCN, and shares the policy calendar with Council and Secretariat staff to help facilitate a unified and coordinated Union voice. The policy calendar is updated on an ongoing basis and revised versions are shared with IUCN Secretariat, Commissions and Council through the Programme and Policy Committee.

IUCN Position Papers are a result of a consultation with all relevant stakeholders across the Union (Commissions, Council and staff) and are guided by the mandate provided by Members through the IUCN Resolutions. They are timed to be released and widely disseminated at least 1 month in advance of the start of the respective meeting. Sometimes, consultation processes are less extensive in order to favour a timely outcome. In accordance with Council feedback during its 108th meeting, it is important that Position papers are prepared and socialised across the Union as early as possible.

1.3 Raise the Union's influence and visibility in high-seas and ocean conservation, including Biodiversity Beyond National Jurisdictions (BBNJ) and sustainable fisheries, coastal and large marine ecosystems in line with relevant adopted IUCN Resolutions.

In 2022, the Secretariat invested in strengthening IUCN's Ocean work within the framework of the Nature 2030 Programme IUCN Ocean Ambition, and in accordance with IUCN Resolution [WCC 2020 Res 128](#) regarding marine biological diversity in the Areas Beyond National Jurisdiction (ABNJ). This effort is aligned with Target 3 of the recently adopted Kunming-Montreal Global Biodiversity Framework. IUCN is now well positioned to play a significant role in ensuring rapid entry into force, and effective and equitable implementation of the BBNJ Agreement for the protection of high seas biodiversity, as well as to acquire the funds made available by the GEF and EU for ratification and early implementation.

NOTE: The following result is from 2023 due to timing of international processes beyond IUCN's control
Common ground on the text of the High Seas Treaty was reached in New York, USA on 4 March 2023. IUCN's primary focus was to support and influence negotiators to conclude an ambitious treaty for adoption in support of [WCC 2020 Res 128](#) **Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction**. IUCN developed a series of materials that were made accessible on a dedicated [resource webpage frequently updated](#). This historical achievement (although pending formal adoption) is the result of two decades of work. IUCN Secretariat, Members and Commission Members have been advocating for such an agreement since the outset and have continuously been providing scientific and legal advice to negotiators. Initially, this focused on provisions concerning area-based management tools (ABMTs), especially marine protected areas. By expanding the delegation, we were able to cover the full package, including environmental impact assessments, access and benefit sharing of marine genetic resources, capacity building and transfer of marine technology, as well as cross cutting issues from guiding principles and approaches to institutional and financial mechanisms.

IUCN Ocean Team worked with the International Policy Centre and Commissions members (WCPA, WCEL, CEM) and the Oceania office to influence the BBNJ negotiations to ensure that appropriate institutional and legal mechanisms to establish area-based management tools (ABMTs) including MPAs are in place, as well as to deliver strong intervention for the moratorium of deep seabed mining and robust regulatory framework during the Council Meeting of the ISA to protect the seabed of the high seas.

IUCN also issued a timely statement on the High Seas Treaty, available [here](#).

Council Member feedback:

“Thanks, Sonia, for this report, and more importantly, for IUCN's engagement (at this meeting, over the last decade, and before that) on the issue of biodiversity in marine areas beyond national jurisdiction (ABNJ), in particularly issues around establishment of MPAs in ABNJ. I recall well the debate and adoption of Resolution 074 at the Jeju Congress in 2012 (and all those after it on the issue). It's IUCN (Members, Commissions, Secretariat) at its best. Now onward to ratification and entry into force of the BBNJ agreement. “

- *Susan Lieberman, Vice President, International Policy, WCS; IUCN Regional Councillor, North America & the Caribbean; Chair of PPC*

Supported by a strategic communication strategy, IUCN worked intensively to promote High Seas and BBNJ being brought to close, including in [UNOC closing statement](#), IUCN Multimedia story "[high time for the high seas](#)" [developed and disseminated](#), short films and animations, Press briefings at the UN HQ, [general statement](#) delivered at the 26th and 28th Council Meeting of the ISA, and social media campaign to raise awareness amongst other efforts. **IUCN received significant media coverage** following agreement on the treaty text at the resumed IGC5 early March 2023, with IUCN highly visible in the news with **nearly 1000 news items with IUCN mentioned**.

Implementation of Resolution 107: Reducing the impact of fisheries on marine biodiversity

The main actions required by the Resolution, incl. the establishment of a Task Force to reconcile fisheries and conservation, the scientific and technical situation analysis on the effects of fisheries on biodiversity, involving a Consultative Workshop and a 2nd Consultative Workshop to consider the analysis and propose policy to IUCN and implementing parties, have not been implemented yet. IUCN members, Coalition Clean Baltic (CCB), Antarctic and Southern Ocean Coalition (ASOC) and Commission on Ecosystem Management (CEM) have made progresses on the implementation.

The Secretariat presented the latest updates to the Programme and Policy Committee (PPC) on the implementation of the Res 107 and intends to support implementation by establishing a working group with representatives from 3 IUCN Commissions (CEM, SSC, WCPA) and Secretariat to discuss next steps.

Earlier in 2022, IUCN, led by the DG, took part in the UN Ocean Conference in Lisbon, May 2022. Position paper available on [our website](#), and reflections captured in an IUCN closing statement, [available here](#). Highlights included:

- MoU signature between IUCN and Blue Forest Company with a focus on instigating the NEW BLUE CARBON PARTNERSHIP, part of THE GREAT BLUE WALL initiative
- Deep Sea mining- Support for a pause on deep sea mining (WCC 2020 Resolution 122) received a huge political boost with the launch of the Alliance of Countries for a Deep Sea Mining Moratorium in a DSCC side event on Monday 27 June, echoed by the launch at UNOC of a Global Parliamentarians Declaration Calling for a Moratorium on Deep-sea Mining on March 28, youth marches, other side events, and culminating in a statement by President Macron saying that a legal framework was needed to stop deep-sea mining from going ahead and

urging countries to put their money on science to better understand and protect the world's oceans.

- IUCN Blue Carbon Accelerator fund winners announced- The Australian new Minister for Environment, Tanja Plibersek, announced the 4 first winners of the Australia funded, and IUCN executed, Blue Carbon Accelerator Fund (BCAF).

At the conference, the DG had bilateral meetings with UN Under Secretary-General of the Department of Economic and Social Affairs, UAE Cabinet Minister for Environment, Australian Minister of Environment, Dutch Minister of Infrastructure and Water Management, French Polynesian Minister of Environment, Special Envoy of the Government of China, UK's High-Level Climate Action Champion etc., enhancing IUCN's strategic cooperation and collaboration with different stakeholders.

Other relevant engagements in this space included the continuously strengthened collaboration with the World Trade Organisation (WTO). Building on the DG-led IUCN Council and WTO Senior Leadership Knowledge Exchange on plastic pollution, fisheries and agriculture in May 2022, the Secretariat has been working with the WTO to define the concrete areas of collaboration in 2023 and beyond. One of those areas is in fisheries, where IUCN could support the ratification of the WTO Agreement on Fisheries Subsidies adopted at its 12th Ministerial Conference (MC12, 2022), whilst building understanding on how the Agreement fits within the wider framework of the High Seas Treaty.

Additionally, in early 2023, in implementing **Congress Resolution 122**, the Director General started a campaign to uphold the IUCN Member-adopted moratorium on deep seabed mining. The campaign included:

- Issuing an [open letter](#) to the Members of the International Seabed Authority (ISA)
- Tailored DG letters to all IUCN State Members. To date, we have received positive response and feedback from: Kuwait, Switzerland, Australia and Denmark.



WTO Director General meets IUCN DG

1.4 Contribution to the development of metrics for the value of nature and impact on nature (i.e. defining 'nature positive')

In 2022, the DG deepened engagement with the "Global Goal for Nature CEO group", a network of leaders from global nature conservation organisations coordinated by IUCN Member WWF, with the aim of setting a joint 2030 mission that all could sign up to. This mission evolved from an "apex target" to "nature-positive" in 2021. As a result, in 2022, the Secretariat, led by the Centre for Science and Data, developed an IUCN contribution to the concept of "Nature-Positive" that would allow stakeholders to measure and track contributions towards protecting and restoring living nature. The intended end users are from all sectors – from private sector, through governments, to civil society.



A working paper on Nature-Positive was shared with the registered participants of the IUCN Leaders Forum in Jeju, co-hosted by IUCN Member Republic of Korea. The Forum drew 400 leaders from government, civil society, Indigenous people's organisations, business and finance for in-person discussions on the draft methodology, among other nature-positive issues.

Following the Leaders Forum, efforts turned towards ensuring nature-positive played a central role at the CBD COP15 in Montreal (see logo of

IUCN co-hosted "Nature Positive Pavilion" on left). Furthermore, IUCN continued to reach out to its Members and stakeholders to further refine its metric-based contribution to measuring progress towards Nature-Positive based on feedback obtained during various events and dialogue. This will culminate in a Union-wide consultation in 2023.

Outputs:

(i) Succinct position papers with clear and focused key messages, developed in consultation with Commissions, Members and Council in accordance with IUCN procedures.

1. [IUCN Position Paper for resumed CBD SBSTTA24-SBI3-OEWG3 - resource | IUCN](#)
2. [IUCN Position Paper for OEWG-4 - resource | IUCN](#)
3. [IUCN Position Paper for UNCCD COP15 - resource | IUCN](#)
4. [IUCN Position Paper for UN Ocean Conference 2022](#)
5. [IUCN Position Paper for CITES COP19](#)
6. [IUCN Position Paper for UNFCCC COP27](#)
7. [IUCN Position Paper for INC-1 Plastic Pollution Treaty](#)
8. [IUCN Position Paper on the Post-2020 Global Biodiversity Framework OEWG-5 and CBD COP15](#)
9. [IUCN Position Paper for CBD COP15 on technical issues](#)
10. [IUCN Position Paper for CBD COP15 on support mechanisms](#)

(ii) Strategic and active participation in key international fora.

1. UNEA5.2 /UNEP@50: [IUCN Director General's open letter to Members ahead of UNEA5.2](#)
2. [IUCN statement on UNCCD COP15 and International Day for Biological Diversity](#)
3. WEF Annual meeting
4. Stockholm+50: [IUCN Director General's Statement on Stockholm+50 and World Environment Day](#)
5. [UN Ocean Conference](#)
6. [UN High Level Political Forum on Sustainable Development](#); UN Web TV [video recording](#) of DG's general statement (03:00:00)
7. UN General Assembly High-level Week; UN Web TV [video recording](#) of President's intervention at IUCN co-sponsored event "[Countdown to COP15: Landmark Leaders' Event for a Nature-Positive World](#)" (01:00:00)
8. [IUCN statement to UN Climate Change Conference 2022](#)
9. [IUCN Director General's open letter to Members ahead of UN CBD COP 15](#)
10. [IUCN statement to UN Biodiversity Conference 2022](#)

In 2023:

11. [IUCN Director General's statement on World Wildlife Day](#)
12. [IUCN Director General's open letter to ISA Members on deep-sea mining](#)

(iii) Structured engagement with Members to socialise IUCN position in advance, particularly State Members.

Please refer to the overarching report on results above, under objectives 1.1 Influence the development of an ambitious Post-2020 Global Biodiversity Framework (GBF) and 1.5. Strengthen IUCN's leadership in advancing the Post 2020 GBF through strategic partnerships

(iv) IUCN White paper on defining nature positive

1. Towards an IUCN nature-positive approach: a working paper ([Summary](#))
2. Towards an IUCN nature-positive approach: a working paper (3.10.22: Full Draft linked)



IUCN Nature Positive
Working Paper_Clear

(v) Strengthened current and established novel partnerships with private sector and multilateral and/or intergovernmental organisations, e.g. World Trade organisation (WTO)

Building on the IUCN Council and WTO Senior Leadership Knowledge Exchange on the back of the 107th Council meeting in May 2022, WTO Director-General Ngozi Okonjo-Iweala and IUCN DG agreed to set in motion a roadmap for cooperation between IUCN and WTO in March 2023. The areas of collaboration are plastics and pollution, agriculture and fisheries.

Under the Memorandum of Understanding (MoU) signed between IUCN and the International Labour organisation (ILO), a report was jointly published by IUCN-ILO-UNEP on Decent Work in Nature-based Solutions which was presented at COP27.

IUCN and the International Federation of the Red Cross (IFRC) and Red Crescent Societies signed a 5-year MoU to engage in substantial cooperation activities related to NbS in humanitarian contexts at global, regional and national level.

For more information, please refer to the previous section and results captured under Indicator 4: Strategic Partnerships.

Chapter 2. Fundraising and Financial Management

In line with the Resource Mobilisation Strategy deployed in 2021 and the Financial Plan 2021-2024 approved by Congress –

Strengthen engagement with Framework partners and private sector, and commence the implementation of the new Overhead Policy to enable consistent and equitable treatment of costs across IUCN.

Outputs:

(i) All existing framework partners retained and at least one new framework partner recruited.

All existing framework partners were retained in 2022, and IUCN signed renewed multi-year framework agreements with France, Sweden and Switzerland. Following a meeting between the DG and the Minister of Environment of Luxembourg, a new framework partnership was secured – with the government of Luxembourg who are particularly interested in IUCN’s work in Finance for Nature. Two Framework Partners meeting were held and the Director General held a number of high-level bilateral meetings with Framework Partners in capitals and at key international events throughout the year. For more information, please refer to the Framework Partners section in the IUCN 2022 Annual report.

As a follow up to the Framework Partners request for an Observer seat on the IUCN Council, the Director General facilitated a regular dialogue between the Framework Partners and the IUCN President as part of a new regular debrief following Council meeting.

(ii) Private sector engagement approach

2022 provided several opportunities for IUCN to continue to improve and expand its engagement with the private sector. Several new business engagement projects were secured, including projects focused on: (a) developing use cases for renewable energy investments that support nature goals; (b) private sector sponsorship of species conservation actions and wetland conservation; (c) biodiversity assessments and biodiversity management plan development in landscapes selected for large-scale infrastructure projects; and (d) development of regenerative agriculture solutions in food supply chains. 2022 also saw the renewal of several pre-existing business engagement projects, many of them building on previous collaborations between IUCN and specific businesses.

In 2023, the Secretariat has continued to refine its private sector engagement approach, building on the business engagement strategy approved by the Executive Board in June 2022. Recently-completed analyses of more than 300 business engagements pursued by IUCN from 2018 – 2023 indicated that the Secretariat could benefit from prioritising specific industries where it can deliver the most impact and obtain strong alignment to IUCN’s priorities. 26 industries are currently being assessed, from which a smaller number will be selected as the focus industries for future business engagement. Additionally, an assessment of IUCN’s products, offerings, and partnership structures with the private sector is underway, and this will inform how IUCN works with the targeted industries to advance the Union’s goals.

(iii) Socialisation of Overhead Policy with donors

In 2021, IUCN developed and issued its first Overhead Policy. This was one of the actions taken by the DG to help improve IUCN’s financial situation, following a series of deficits prior to 2021.

Both direct and indirect cost recovery are core components of an organisation's financial strategy. Throughout 2022, efforts were put in place to ensure effective implementation of the Policy to enable effective indirect cost recovery across the organisation. Various implementation tools were launched and IUCN is currently in the process of training staff on these tools. The need to increase levels of cost recovery has been recognised by the Financial consultant retained to advise the Finance and Audit Committee (FAC), as emphasised in [their final report to FAC](#).

The Overhead Policy has been shared with Framework Partners and other key institutional donors and progress was made in achieving compliance with the Policy. Nevertheless, some donors impose their own rates (e.g. EU, GEF, GCF, UN agencies). A two-fold approach to addressing this has been adopted: 1) launch of a project costing framework that supports, amongst other, improved budgeting and inclusion of corporate costs as direct costs; and 2) discussion with donors at the institutional level led by the Strategic Partnerships Unit with the support of the DG through high level meetings.

Chapter 3. Operational, Change Management

Work towards integrating the various parts of the Secretariat to enable effective delivery of the Programme and required service to Members, whilst ensuring that risks are managed and corporate data is kept up to date.

Outputs:

(i) Better integrated corporate functions (Secretariat wide) of HR, IT, Finance, and PPME

Building strong, efficient and integrated IUCN corporate functions worldwide is important for the effective delivery of IUCN programme and services. In order to achieve this overarching goal, in 2022, the following was delivered:

- Systematic and coordinated approach with HQ, Regions and Centres on HR, IT, Finance and PPME were developed or improved. These include regular meetings of community of practise and knowledge sharing, clear matrix reporting lines, standardised job descriptions, as well as clear roles and responsibilities, and harmonised procedures and guidelines.
- Management dashboard was developed on Membership, People, Finance, Portfolio, and Partnership to promote integrated and data driven management (see more on this under Section 6. People Management, output (iv)).
- Service level objectives were set for each corporate function to facilitate more efficient and coordinated day to day service provision. These objectives are transparently shared with all staff to enable stronger accountability across the global Secretariat.
- As smart and automated data is key for efficient and integrated corporate management, a data governance project has been initiated.
- In order to establish harmonised and fit-for-purpose business practises and corporate services, IUCN typology of projects were defined with clear models, skills needed and requirements (see more in 2023 Workplan, as approved by Council at its 108 Part II meeting).

(ii) Streamlined and improved corporate policies, procedures and guidelines (PPG);

One of the overarching objectives of the DG since his appointment has been to streamline and improve the Secretariat's operational framework. Prior to stepping in, the Secretariat had more than 200 corporate policies, procedures and guidelines, which were developed in an uncoordinated manner, with multiple duplications and therefore ineffective implementation and lack of clarity amongst staff; in addition, the terms policy, procedure and guidelines were used differently and interchangeably at times, causing further confusion. Documents were also disbursed across regional and country offices of the Secretariat, with no coherent structure or single repository.

In 2022, a process of streamlining PPGs commenced, culminating in the development of:

- A PPGs framework, which defined and clarifies what documents should be a policy, a procedure and a guideline;
- A digital user-friendly repository, which contains all PPGs in an organised manner;
- Identification of owners for each PPG, in charge of improving and streamlining the respective corporate document, to ensure they are fit-for-purpose.
- A PPG Coordinator, part of the Director General's Office, was assigned the responsibility to oversee the implementation of the Framework and ensure the register is up to date.
- Identification of any gaps (e.g. Whistleblower Policy, which is currently under development by the Oversight Unit).

(iii) PPG framework and register developed, monitored and updated on biannual basis

The PPG Framework was delivered in 2022 as planned. It was developed in consultation with colleagues across IUCN regional offices. For more information, please see results against item (ii) above.

(iv) Revised Enterprise Risk Management policy and procedures implemented

IUCN continues to strengthen its risk maturity level and to promote a culture of awareness around risk and internal control across the Secretariat. In 2022, IUCN designed, revised and rolled out its new Enterprise Risk Management Policy and Risk Appetite Statement. This package includes revised and improved:

- Risk management roles and responsibilities
- Risk taxonomy
- ERM criteria model for determining likelihood and impact
- Operational guidelines
- Risk Committee terms of reference

The policy implementation is guided by a capacity development framework for the first and second lines of defence. Overall, 340 project managers and subject matter experts were trained between November 2022 to January 2023. All regions and centres were covered.

A new project risk register module was designed and is expected to be rolled-out to all new projects starting 2024 (when the portal 3.0 has been developed). This important step forward will greatly improve IUCN's capacity to manage and monitor risks and enable analytical reporting.

(v) Up to date register of all legal arrangements including Host country agreements of IUCN Offices worldwide.

In March 2022, the Secretariat delivered a first of its kind up to date register of all IUCN legal arrangements across the globe, including Host country agreements of IUCN regional and country offices. Similar data-gathering exercises have been attempted in the past, last one being in 2008. However, **this is the first time the data-gathering exercise has been brought to completion.**

The register shows that, in summary:

- IUCN has 65 Offices in 54 States worldwide. This includes HQ, a Representative office in New York, the Cambridge office, the Environmental Law Centre, Regional, Country and Project offices.
- IUCN enjoys International organisation (IO) type privileges and immunities in 43 countries, of which IUCN is currently not operating in 5.
- 85 % of the IUCN office locations are in State Members' territory (55 out of 65).

The Secretariat leadership has noted that it is imperative that all risks associated with setting up and closing offices, including the risks that we currently face for offices with uncertain legal arrangements, must be registered and tracked. This register is the basis for strategic reflection on IUCN's global footprint and responds to Council-related inquiries from the past. The Director General's office, together with the office of the Legal Adviser are in charge of maintaining this register up to date.

To further strengthen operations, the Secretariat also developed a Policy for the Establishment of IUCN Offices Worldwide (March 2022) and Guidelines for Opening and Closure of IUCN Offices and

(vi) Guidelines on management arrangements for regional hubbing (i.e. more efficient and streamlined corporate services to regional and country offices)

In 2022, the Secretariat issued ***Guidelines for Regional Hubbing***. These procedures, which are global in scope, provide guidance on how hubbing arrangements strengthen IUCN's efficiencies in corporate service management, programme implementation, quality management, and fiduciary control. For more information, please refer to the results above, point (i).

The document defines all current IUCN regional service hubs, explaining their general roles, scope of operations, reporting relationships (including for corporate functions), as well as the rules that apply in accordance with the IUCN Delegation of Authority policy.

Chapter 4. Programme Management

Strengthen monitoring and evaluation practices and develop a consistent, systematised way of tracking progress against targets with the ultimate objective to increase engagement with and support to Members towards IUCN Programme delivery.

In 2022, continued efforts were made to implement the programme performance, monitoring and evaluation roadmap to bring IUCN on par with industry standards.

Several Project appraisal and approval system & Programme guidelines and standards were revised to improve IUCN’s ability to strategically guide the selection, design, and quality of new project proposals (“the pipeline”):

- Pre-screening criteria (pre-pipeline) (update)
- Proposal quality assurance criteria (update)
- Project Monitoring Evaluation and Learning (MEL) elements appraisal requirements (new)
- Project costing framework level of effort tool for MEL costs (new)
- Evaluation terms of reference template (update)
- Evaluation report quality assurance checklist (new)

Evaluation policy and guidelines the IUCN evaluation policy has been revised to bring to industry standard. The revised policy is supported by a set of guidelines and templates that will help harmonise IUCN’s approach to managing quality evaluations. The policy implementation and capacity building to all programme and project staff is planned for 2023.

In 2021, the Programme Performance, Monitoring and Evaluation Unit (PPME) grew to 4.8 full time equivalent (three new recruitments: Head of Programme Performance, Monitoring and Evaluation Unit, Monitoring Evaluation and Learning Coordinator; Monitoring, Evaluation and Learning Specialist), and in 2022, with support from the Swiss Development Cooperation (a framework partner), the Unit hired **new full time Monitoring, Evaluation and Learning Coordinators for four of its regional offices**. The Regional MEL Coordinators who occupy a “second line of defence” role are leading on upgrading regional portfolio planning and monitoring frameworks, implementing global MEL upgrades in the regions, and building project level capacity and practices for project MEL.

Training and recruitment needs were also assessed and reviewed to bring in MEL skills and capacities across the Secretariat. To support this, all portfolio job descriptions with MEL responsibilities have been revised, namely Project Managers, Project MEL Officers, and Regional and Centre MEL Coordinators amongst others.

Outputs:

- (i) **Finalised results-framework with clear standard indicators to account for the work of the Union**

Portfolio results measurement: Progress has been made on the design of IUCN’s theory of change (specific to IUCN portfolio work) and results architecture to enable results-based management and analytical reporting on programme areas.

A results management module was designed and is soon to be built in the Project Portal to structure all project logframes around a focused set of “reference results” and a catalogue of IUCN indicators. The mapping of project outcomes and outputs to standard IUCN results and indicators will enable the capability to aggregate achievements across the global portfolio or any subset portfolio within it. The ability to “see” how each project contributes to the institutional theory of change and IUCN

Programme targets will enable strategic management and analytical reporting. The solution design is now complete and will be rolled-out once built in early 2024.

IUCN is therefore on course in the ongoing process of putting capability in place to measure aggregate results of the next IUCN Programme (2025-28), as already communicated to Council's Programme and Policy Committee (PPC) and as agreed with framework partners.

With regard to IUCN's current capacity to tell a Union-wide story of results and impact against the 2021-2024 programme.

- **Members.** Our membership is comprised of States, government agencies, and national and international non-governmental organisations and indigenous peoples' organisations. For our members, the accountability mechanisms can take a number of forms, e.g. legal instruments, policies, mandates, values, legislative provisions, rules and regulations. It could also be in the form of processes ensuring that the work is being executed according to plans, results achieved and reported through monitoring and reporting systems, disbursement and deployment of resources and accounting according to budgets and rules in place, etc. Each member has its own mechanism in place which may or may not align with IUCN's Programme reporting requirements. At the moment, IUCN's capacity to report back the contribution of members to the IUCN Programme beyond members' respective annual reports is therefore very limited.

In accordance with the IUCN Programme 2021-2024, the vehicle for Members to report on implementation of the Programme is the [Contributions for Nature Platform](#), launched in 2022.

- **National and Regional Committees.** In accordance with Regulation 66(d) of the IUCN Statutes, National and Regional Committees are required to report on their activities on an annual basis. To date, this has been done in a non-consistent manner, whereby some National Committees produce their own annual reports; others share their contributions through Secretariat-led regional annual reports and others, do not report at all due to capacity constraints amongst other. As a result, in 2022 the DG has been engaging closely with the Chair of the IUCN Global Group for National and Regional Committee Development to think of effective ways to start collating this information. A key objective is to give greater visibility to National and Regional Committees (through IUCN website, Union-wide Annual Report) and support them in fulfilling their statutory requirements. This effort is also intended to inform this IUCN constituency's contributions towards implementation of the IUCN Programme.
- **Commissions.** IUCN Commissions' accountability mechanism is channelled through the annual planning and reporting mechanism in place ([Annex 2 of the Council Handbook](#)) whereby Commissions present an annual workplan and report to Council. This planning and reporting mechanism are meant to plan and report against the IUCN Programme, including IUCN's impact targets. Each Commission has its own mechanism in place. IUCN's capacity to report beyond a single Commission is therefore limited. The Secretariat does not have the authority to impose a specific mechanism onto the Commissions; what the Secretariat can do, is attempt to align the planning and reporting processes. This alignment process put in place in 2022 was explained in detail in the 2022 Workplan, approved by Council.

- (ii) **Contributions for Nature Platform Phase I completed – evaluating potential contributions to land and climate programme areas of Nature 2030; and prepare for Phase III (to be completed in 2023), which will enable reporting against all 5 programme areas**

Section 8 of IUCN 2021-2024 Programme Nature 2030 mandates the development of *“a digital platform where all parts of the Union can voluntarily share their committed and realised contributions*

to meeting the Impact Targets as well as commitments against global policy targets such as the post-2020 global biodiversity framework.” To ensure implementation during times of limited resources and competing priorities, in 2021, the DG convened a Strategic Initiative on the development of the IUCN [Contributions for Nature platform](#).

The fully-operational IUCN Contribution for Nature Platform went live across IUCN constituencies in June 2022, and its Visualisation Module was launched to the public in October 2022 during the IUCN Leaders Forum. The first phase of development focuses on documentation of potential contributions to the Programme Areas on Land and Climate. The intent for 2023-2024 is to add reporting for Water and Ocean, including both STAR for aquatic systems and blue carbon estimation, and likewise for the People Programme Area.

Following its launch, the next key step for the Contributions for Nature Platform is to complete its roll-out across the Union, through constituency engagement and validation of contributions. To date, nearly 10,000 contributions from 130 IUCN Members (e.g., NGOs BirdLife International, TNC and WWF, State Members Republic of Korea, Guatemala and Costa Rica amongst other).

Phase II developments will focus on expanding the reporting on climate change mitigation (e.g. to include restoration beyond forest ecosystems, and include carbon storage benefits from conservation), exploring the potential use of the platform by other non-State actors beyond IUCN, and strengthening the Visualisation Module (e.g. to provide unique URLs for individual reports).

(iii) **Membership engagement in regions is strengthened.**

To help mobilise the Union and support Members in documenting their contributions to nature on the Contribution for Nature platform, in 2022, the Secretariat invested in regional membership engagement. This strengthened engagement took multiple forms. For example, Members were mobilised on IUCN-led position papers, and included in the socialisation process through global webinars (see series on CBD COP15) and bilateral engagements with the Director General, along with Member networking receptions in Montreal (CBD COP15) and Sharm El Sheikh (UNFCCC COP27). Budgetary allocations to regional offices for membership activities continued and empowered regional offices to undertake a wide range membership engagement activity at a regional level.



Furthermore, following on from Council Decision C107/10 (May 2022), a digital zone for all IUCN constituents (Members, Commission members, Secretariat staff) for all IUCN Regions was developed in 2022 (to be launched in Q2 2023). The aim was to create a space which had, among many goals, the following: facilitate connections and build communities of conservation specialists; create, promote and attend events all in one place; find or share opportunities, such as jobs, funding and grant calls, with other IUCN constituents.

In April 2023, this culminated in the launch of the platform ***IUCN Engage*** (see picture at right). This will complement efforts such as the IUCN Member magazine, which will be issued twice a year and use high-quality design and excellent writing to present the work of IUCN to its Members, while also allowing them to present themselves to the rest of the community.



(iv) Project costing tool developed and deployed

As mentioned earlier in this report, the Project Costing tool aims to set a common approach and understanding to project proposal budgeting across IUCN. It defines acceptable levels of direct costs as well as indirect costs and is an important component IUCN's Project Appraisal and Approval System (PAAS) and Project Guidelines and Standards (PGS). The tool was developed and launched in 2022; trainings across the Secretariat are to take place in 2023.

(v) 4 new Monitoring, Evaluation and Learning (MEL) coordinators recruited in regions and M&E community of practice up and running

IUCN now has 5 Regional MEL Coordinators and 14 Project MEL Officers were recruited, thanks to support from the Swiss Development Agency (SDC) and the implementation of the Project Costing Framework. The growth of the function is expected to follow and support the portfolio growth. MEL experts across IUCN now work as one global team.

Chapter 5. External Liaisons, Public Image

Work towards strengthening IUCN's external image – including branding and social media engagement; and keep Council informed on key issues.

Outputs:

(i) Branding strategy developed

In 2022, the Secretariat began the process of defining required branding policies and procedures to apply for the IUCN Secretariat. Naturally, due to the organisational model of IUCN, in order for a branding policy to be effective, it would require the compliance by all IUCN constituents – including Commission members, IUCN Members, Councillors and National and Regional Committees.

The Secretariat is in ongoing discussions with the Chair of the Communication and Education Commission (CEC) on the development, socialisation and Union-wide compliance buy-in of an IUCN branding policy. Strengthened branding identity was also the overarching aim of the joint CEC/Secretariat project in 2022 as agreed between the Chair and DG; the project then narrowed down its scope with a concrete focus on the soon to be launched IUCN Engage platform, which also contributes to the stronger brand identity of the Union.

In summary, the Secretariat has a draft branding policy ready, which aspires to be a Union-wide policy in the years to come. In the meantime, the Secretariat has also worked with a brand template contractor to develop quality designs for enhanced visual identity templates and developed brand policy guidelines to support implementation.

(ii) Curated presence on social media: LinkedIn and Twitter

IUCN's Corporate social media channels earned a total reach of over 7.8 million for 2022. By adapting our posts to changing social media algorithms GCU earned a 4% increase reach in Q4 over Q1. This trend continued into 2023 with a further 12.6% increase in overall reach.

Our increased focus on LinkedIn saw continued growth on the platform with the new follower growth rate increasing by 74% in 2022 compared to 2021.

(iii) Recurring meetings with IUCN President and regular updates to Council on key issues

The DG and President have been meeting on a fortnightly basis with the aim to catch up on latest IUCN developments, both internally and externally. Throughout 2022, the standing agenda included: external engagements, DG updates on Secretariat, 20-year strategic vision work, Council planning amongst other topics, as relevant at the time.

Chapter 6. People Management

Strengthen IUCN's capacity to prepare future leadership

Outputs:

(i) Fully functioning new performance management system in HR management System

The implementation of IUCN's new performance development programme was completed in November 2022. The goals and components of the new programme are:

Goals	Components	Tools
1.Align work deliverables with organizational goals.	1. Annual performance assessment and planning cycle.	1. Automated process in IUCN HR Management System.
2.Enhance accountability in core management functions.	2. Manager's scorecard.	
3.Recognise extraordinary impact and contributions.	3. Multi-directional feedback.	
4.Enable individual and collective development.	4. Recognition programme.	
	5. Annual training cycle.	

503 staff members and 63 managers were trained on the new programme as well as on core performance development skills and managerial skills for performance development in October and November 2022.

(ii) Champion Youth Strategy implementation efforts

Building upon the momentum around increased youth engagement efforts at IUCN in recent years – notably through IUCN's first Global Youth Summit in April 2021, youth engagement and mainstreaming efforts for the IUCN Congress, and the launch of IUCN's youth strategy – the Global Convenings and Events Unit developed a young Changemakers programme for the inaugural IUCN Leaders Forum, held in October 2022 in Jeju Province, Republic of Korea. The aim of the Changemakers programme was to bring innovative young leaders who are entrepreneurs in their own right and leaders in the fields of nature conservation, biodiversity, climate change and sustainable development to the event, to learn, exchange and connect with corporates, heads of organisations and other leaders on site. Following a Call for Applications, which brought in over 3,500 applications, and a rigorous selection process, 12 finalists were selected to come to Jeju, fully sponsored by IUCN, to participate in the event and pitch their projects to corporate, government and civil society leaders on site. IUCN also fully sponsored an additional two young professionals who were actively engaged in the IUCN Congress, to participate as speakers in various sessions and panel discussions at the Leaders Forum.

More than 2400 participants from 53 African countries participated in the inaugural IUCN Africa Protected and Conserved Areas Congress (APAC) in Kigali, Rwanda from 18-23 July 2022. Prior to the congress, IUCN partnered with World Leaders of Today (NGO) for a 3-day youth pre-congress for a coordinated youth engagement for greater youth inclusion in Protected Areas. The pre-congress brought together 65 Youth from 23 African Countries representing 60 Organisations and Youth Networks across Africa. The youth have since been meeting for a post APAC youth engagement strategy. Approximately 500 youth attended APAC.

(iii) Staff recognition programme developed

IUCN's first recognition programme was designed in 2022, its implementation is ongoing and will be completed in December 2023 with the launch of the first IUCN Excellence Awards.

The programme includes three types of awards:

1. The spot awards, awarded by the line and matrix managers twice a year.
2. The IUCN Excellence Awards, awarded once a year by the Executive Board upon nominations from the regions, the centres, and the corporate services.
3. The Perfectly Awesome Worker or PAW award, awarded by all IUCN staff through an election process.

All managers and staff will be trained on the recognition programme in May 2023, and the first spot awards will be awarded in July 2023.

(iv) Use of Management Dashboard and Managers Scorecard for the annual planning of 2023

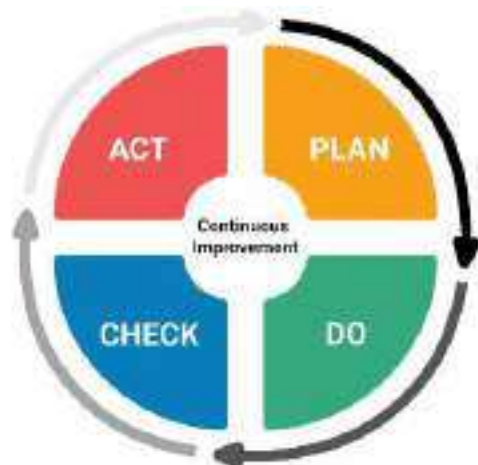
In 2022, the Secretariat launched the first of its kind Management Dashboard and an updated, fit-for-purpose Managers Scorecard linked to the new performance development programme.

Management Dashboard. The Dashboard aims to provide up-to-date quantitative data around 5 areas: people, finance, portfolio, partners and Members. Its intended users are managers across the global Secretariat. With growing positive feedback from staff across offices, the aim is to extend access to the platform to all staff (subject to licence costs).



Managers Scorecard. The Scorecard contains indicators on a range of topics – including people (overall average score in the snapshot survey of Unit managers, turnover rate, absences, gender ratio), financial situation, number of Members involved in portfolio and data stewardship amongst others. There are also individual Unit-level indicators developed by the respective Unit Head and Chief HR Officer.

Both tools are used by the Secretariat leadership as part of the annual planning and reporting cycle. The cycle follows the continuous improvement model of PLAN – DO – CHECK – ACT and it is structured around two workshops per year: one in spring, to take stock of progress against targets; and one in autumn, to plan and budget for the following year.



Office and Unit workplans are constructed within the guidance and focus of 2021-2024 Programme, Resolutions, the Operational Plan and contain the operational details that illustrate what will be delivered and to what level of quality. The planning cycle is done at the office/unit level and allows each unit to clearly outline the intended outcomes and outputs. Unit work-plan outcomes clarify the upcoming areas of focus and desired achievement within a given work cycle.

(v) Continuous use of these tools by senior management and in performance review processes

In addition to using these novel tools as part of the annual planning cycle, Managers are also continuously encouraged to use these tools and data in all staff's performance review processes. Since this year, Unit targets have also been captured in Manager's performance review forms.

For more information, please see section (iv) above.

(vi) Leadership and management training modules developed

In 2022, several training sessions were conducted on various corporate functions, namely Communications; Information Systems; Human Resources; Legal; Oversight; and Programme Performance, Monitoring, and Evaluation. The table below illustrates the number of staff trained per quarter per function.

Function	Period	Number of staff trained
Communications	Q4	5
Global Information Systems	Q1	183
	Q2	418
	Q3	10
	Q4	865
Human Resources	Q2	21
	Q3	21
	Q4	566
Office of Legal Advisor	Q4	65
Oversight	Q4	37
Programme Performance, Monitoring and Evaluation	Q1	130
	Q2	170
	Q3	30
	Q4	306

(vii) Global Town Halls

In 2022, the DG conducted five town halls with staff. In keeping with the goal of strengthening internal knowledge exchange, each town hall was “hosted” by a different office, whereby that respective office moderated the entire town hall session, used the opportunity to present their work to the global Secretariat, and facilitated the presentation of other relevant topics. The year’s town halls are listed below:

Month in 2022	“Hosting” office	Topics covered
January	Int’l Policy Centre (IPC)	<ul style="list-style-type: none"> • Presenting IPC • Presenting the Convenings Unit
April	Centre for Mediterranean Cooperation (IUCN-Med)	<ul style="list-style-type: none"> • Presenting IUCN-Med • HR priorities for 2022
July	Oceania Regional Office (ORO)	<ul style="list-style-type: none"> • Presenting ORO • Explaining the new IUCN website
October	Centre for Science and Data	<ul style="list-style-type: none"> • Presenting the Sci & Data Centre • Presenting nature-positive approach
December	DG	<ul style="list-style-type: none"> • Policy reflections to end off 2022 • COP (CBD, UNFCCC, CITIES, Ramsar) outcomes



Director General Update to Council

C109

January – May 2023

INTERNATIONAL UNION FOR CONSERVATION OF NATURE





Overview

1. Union work
2. International Positioning
3. Programme work
4. Resource mobilisation and partnerships
5. Secretariat Management





Chapter 1: Union Work

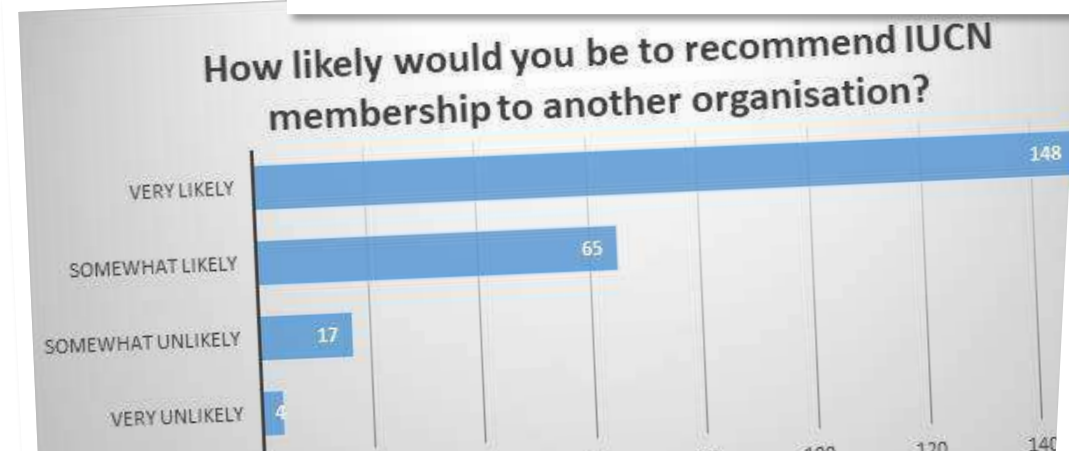
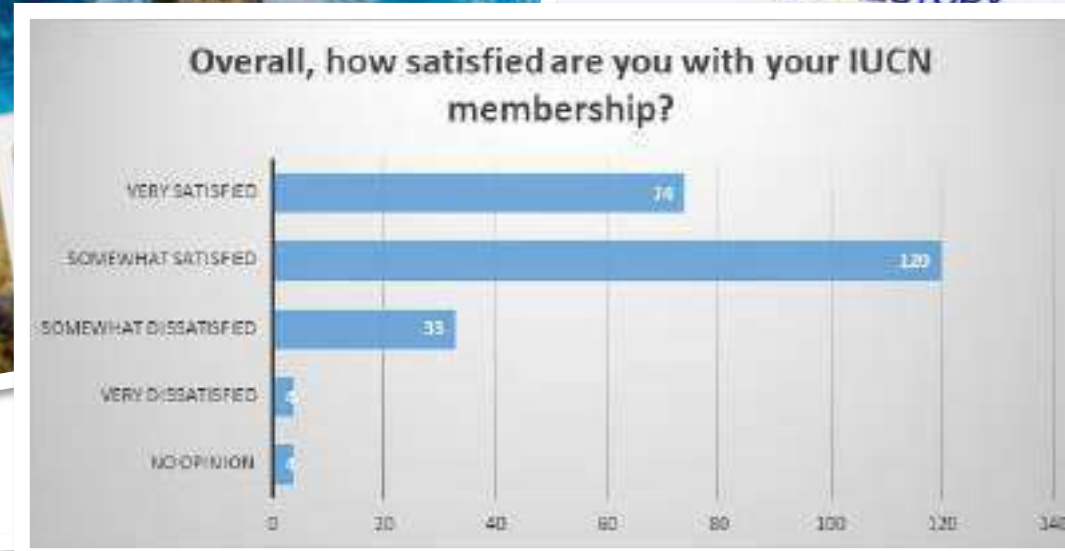
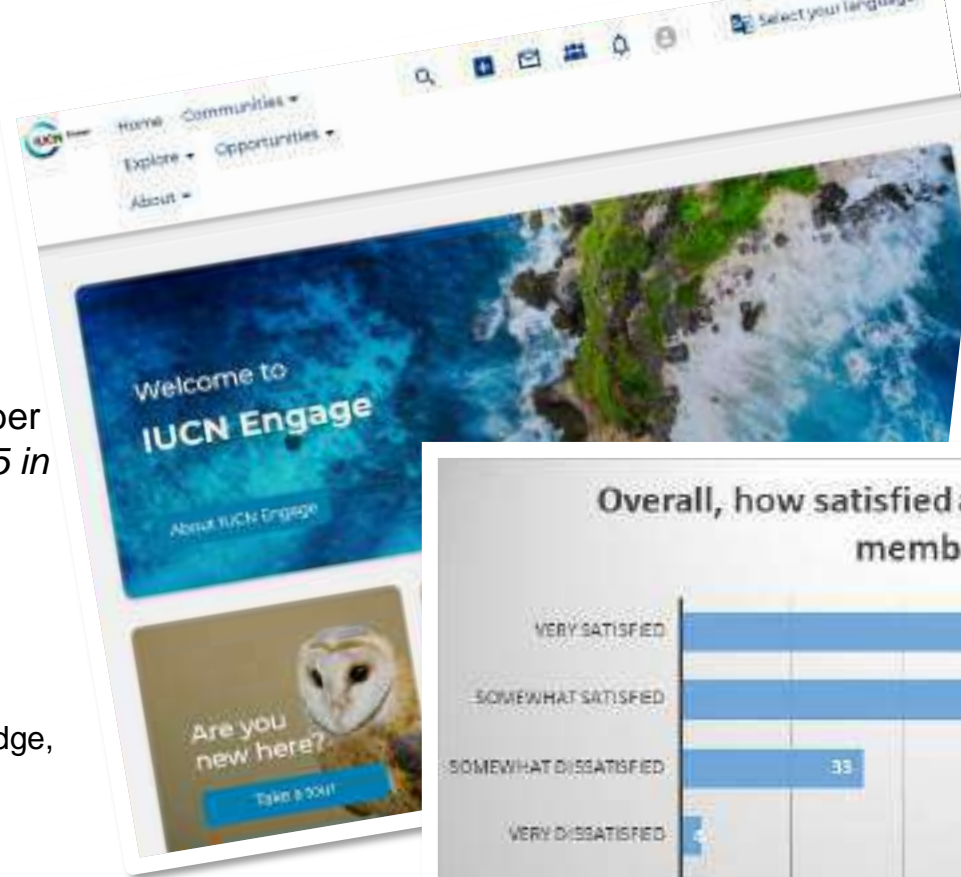




Highlights

Members

- 11 new Members in 2023 to date (all NGO)
- 10 x DG messages in IUCN Digest from Jan-May 2023
- Since Jan 2023, DG held in person meetings with Member organisations during all overseas missions (e.g. *IMPAC5 in Canada, India-Bangladesh-Nepal-Thailand, UN Water Conference in USA, G7 in Japan*)
- IUCN Engage launch preparations
 - Online community platform for all IUCN constituents.
 - Connect with conservation specialists, host/join virtual meetings, promote conferences and events, share knowledge, participate in discussion, collaborate, communicate, and create added value for all
- Issued annual Member satisfaction survey in March
 - 262 total respondents (not all answered every question)
 - 83% of respondents satisfied with Membership
 - 91% of respondents would recommend IUCN Membership
- New Member benefits brochure and infographic created; FR and ES translations underway
- Worked with National, Regional and Interregional Committees to finalise content for update NCRC Directory. Released in April





Highlights – support to Commissions

- From January to end-April 2023, the Commission membership has increased by 833 new members:
 - CEM – 93
 - SSC – 346
 - WCPA – 125
 - WCEL – 115
 - CEESP – 93
 - CEC – 61
- Began setting up the Commission membership system for applications form and approval of the members to the new Climate Crisis Commission.
- Collaborated with CEC to develop a new video to recruit new Commission members.
- Rolled out a new onboarding guide for new Commission Chairs, Deputy Chairs and Executive Officers.
- High-level Secretariat participation in Commission Steering Committee meetings (from Jan-May)
 - March: CEC
 - March: CEM
 - April: SSC
 - May (immediately post-Council): CEESP





IUCN Convenings

- IMPAC5 (3-9 Feb)
 - 3,900 participants from 123 countries
 - Discussed effective implementation of SDG 14 (oceans) and Target 3 of GBF
 - Co-hosted with Canadian Host First Nations, British Columbia, and IUCN Members: Government of Canada, and Canadian Parks and Wilderness Society.
 - Thanks to WCPA for critical contributions to IMPAC5
- Science Colloquium (29-31 Mar)
 - Dozens of IUCN experts; global participation, this series of inaugural events had three objectives:
 - Ensuring IUCN Programme is credible, science-led, and also systematically contributes to generation and synthesis of new conservation science
 - Raising the profile and relevance of IUCN science
 - Driving IUCN-generated science to inform implementation of nature conservation and sustainable development
- Regional Conservation Fora (RCFs)
 - Started preparations for 2024 RCFs
- IUCN Leaders Forum
 - Switzerland confirmed as host for the 2023 edition of Leaders Forum in October





Mission highlights – Asia (DG and DDG Regions)

India, Bangladesh, Nepal, Thailand (February–March)

India

- With India as G20 President, this mission led to IUCN – for the first time – gaining a formally recognised voice in the G20 process
- Met IUCN’s India Members, stressing the need to strengthen IUCN’s presence in India in proportion to country’s size and influence
- Held bilaterals with government (e.g. Federal Environment Minister, Delhi Lieutenant-Governor), private sector leaders (e.g. Tata Consultancy Services chief operating officer)

Bangladesh

- Celebrated 50-years of cooperation between IUCN and the Government of Bangladesh. The celebration with the government and IUCN’s Members in the country drew 300 participants
- Held half-day roundtable discussion with IUCN Bangladesh National Committee Members
- Travelled to Rohingya refugee camps in Cox’s Bazar, where IUCN launched successful initiative to reduce human-wildlife conflict. There, met UNHCR Bangladesh Representative to discuss scaling up IUCN-UNHCR partnership

Nepal

- Met Nepal’s Prime Minister and committed to supporting national priorities
- Congratulated Nepal for exceeding the Saint Petersburg commitment to double the population of wild tigers by 2022
- Participated in 6th Annual Joint Meeting/ Workshop of the IUCN Nepal National Committee as well as Commission Members

Thailand

- Met with Minister of Natural Resources and Environment, the first official IUCN meeting with the Thai minister since he arrived in office
- Held discussions with IUCN Thailand National Committee, which focused on ensuring robust engagement with other stakeholders i.e. private sector)
- Hosted reception at IUCN Asia Regional Office with guests from academia, international organisations, private sector, etc





Mission highlights

Brazil

- In March, DG embarked on mission to Brazil to establish ties with new government and key stakeholders
- Strategised with IUCN Brazil National Committee on influencing national environmental agenda
- Met environment ministry and environmental agencies
- Met Ministers of Finance; of Indigenous Peoples; of Agriculture; of Mining & Energy
- Many avenues of future collaboration, e.g. biodiversity assessment; protected area conservation; land restoration; G20 (Brazil is incoming G20 President)

IRENA

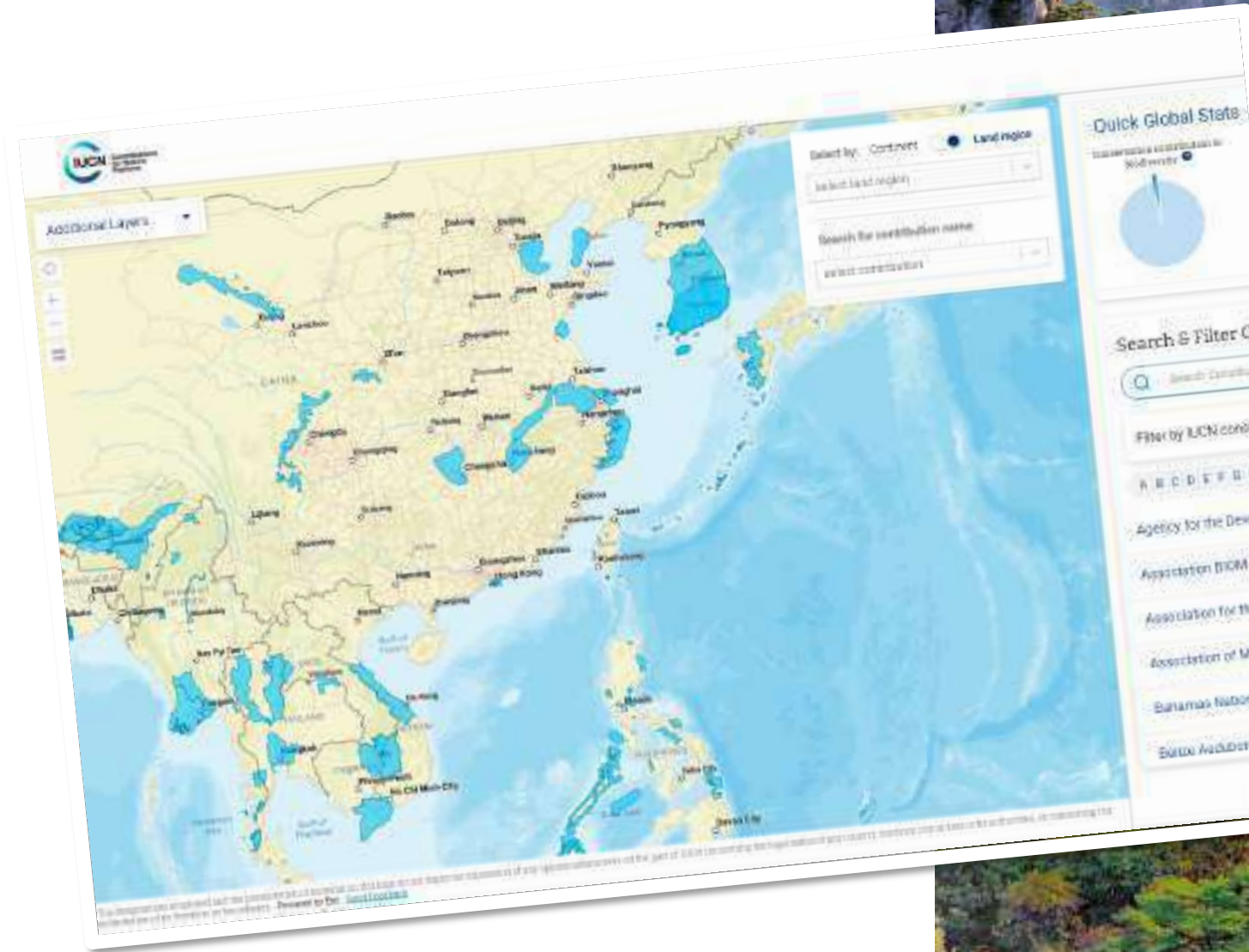
- In January, DG met with Director-General of International Renewable Energy Agency (IRENA) in Abu Dhabi
- Established ties between two highly complementary international organisations
- Will deepen areas of joint action (E.g. incorporating Nature-based Solutions within renewable energy sector)





Contributions for Nature Platform

- Since going live across IUCN constituencies in June 2022, and its public launch in October 2022, the platform has received almost 10,000 contributions from 130 IUCN Members
- These range from NGOs (e.g. BirdLife International, TNC, WWF) to States (e.g. Republic of Korea, Guatemala, Costa Rica)
- Next phase will focus on expanding climate change mitigation reporting, exploring platform use by non-State actors outside IUCN, strengthening visualisation
- Intent for 2023-2024 is to add reporting for Water and Ocean



Resolution 122

- “Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining”
- DG started a campaign in 2023 to uphold the IUCN Member-adopted moratorium on deep seabed mining. Campaign included
 - Issuing an [open letter](#) to the Members of the International Seabed Authority (ISA)
 - 91 tailored DG letters to all IUCN State Members (in EN, FR and ES)
 - To date, we have received positive response and feedback from a number of States, including Kuwait, Switzerland, Australia and Denmark
- On 3 May, IUCN co-hosted “Deep seabed mining and the International Seabed Authority: What is currently happening and where are we headed”, with the Research Institute for Sustainability, Potsdam and Graduate Institute

Resolution 128

- “Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction”
- In March, common ground on High Seas Treaty text was finally achieved in United Nations (more in section “International Positioning”)
- Represents culmination of two decades of work by IUCN (Membership, Commissions, Secretariat)



Chapter 2: International Positioning





Intergovernmental Conference on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)

- In March, IUCN welcomed the High Seas Treaty that was agreed during the fifth session of the Intergovernmental Conference (IGC5) on an international legally binding instrument under the UN Convention on the Law of the Sea (UNCLOS).
- It is expected to be officially adopted by State members in June.
- Important step towards protecting two-thirds of the ocean that lies beyond national jurisdiction.
- IUCN applauds alignment of the Treaty with other international commitments, including the Global Biodiversity Framework, and the creation of a special fund to finance the rehabilitation and ecological restoration of marine biodiversity.
- Represents culmination of two decades of work by IUCN (Membership, Commissions, Secretariat)





International Seabed Authority (ISA) 28th Session, Pt. 1

- 1st part of the 28th Session of the ISA, involving the meeting of the Council, took place 16-31 March
- IUCN delegation included members of WCEL, WCPA, CEM, and IUCN staff
- IUCN Statement to the meeting (see right) referenced Resolution 122
“*Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining*” and stressed the need for a pause or moratorium on deep seabed mining at the ISA

English French Spanish

Search here..

The 28th Session of the International Seabed Authority

Council

Written Statements on item 1

Plenary:

16 March 2023:

- African Group
- Belgium
- Canada
- Jamaica
- Nauru
- Tonga

24 March 2023:

- International Union for Conversation of Nature

*Intervention by the International Union for Conservation of Nature
28th Session of the Council of the International Seabed Authority, Part I
General statement
24 March 2023*

Thank you, Mr. President.

Bala Vinska! As this is the first time IUCN, the International Union for Conservation of Nature, is taking the floor for this 28th session, we would like to congratulate you on your election and express the Union's support and confidence in your leadership. We would also like to express our gratitude to the government of Jamaica for their very warm welcome. In addition, our Finaka Vakileva thanks to the facilitators of the informal working group meetings, the distinguished delegates from Fiji and Nigeria, who excellently facilitated their respective sessions and to the Co-Facilitators, the distinguished delegates of Belgium and Singapore for their informative briefing note from the informal intercessional dialogue they facilitated which IUCN participated in and made written submissions for.

IUCN would like to draw the attention of delegates, as have others, to the recently concluded negotiations and finalisation of the text for the BBNJ Agreement. We commend the negotiators, observers and other experts, many of whom are in this room today, for their dedication and flexibility towards the conservation of marine biodiversity in areas beyond national jurisdiction and in reaching an agreement. IUCN also welcomes the recent successes of the Kunming-Montreal Global Biodiversity Framework, IMPACT5 in Vancouver and at the Our Ocean Conference in Panama and its policies and commitments.

UN Water Conference

- DG led IUCN delegation to the UN Water Conference on 22-24 March in New York.
- Led and participated in a Knowledge Dialogue, an official virtual side event, on 'Water, Climate and Biodiversity: Managing Freshwater Ecosystems for Multiple Benefits' on 21 March.
- Developed an [IUCN@UN Water Conference](#) website, including three information briefs to link IUCN relevant Resolutions to three of the five interactive dialogues of the Conference, and information on seven priority Conference engagements and side events.
- Delivered IUCN's official statement to the plenary during the General Debate.
- DG held 3 bilaterals with heads of partner organisations and Member representatives, incl WTO DG Ngozi Okonjo-Iweala
- DG had 3 speaking interventions
- MoU signing ceremony with the Ministry of Environment, Republic of Korea and Korea Water Resources Corporation (state-owned company)





Intergovernmental bodies

G7

- DG was invited to represent IUCN at the April G7 Ministers' Meeting on Climate, Energy and Environment in Japan.
- Highlighted that our Union is well-positioned to collaborate with the G7 and global community to strengthen efforts to address issues related to invasive alien species (IAS) – one of world's biggest drivers of biodiversity loss, according to IUCN Red List of Threatened Species.

G20

- In addition to G20 engagements detailed in “Mission Highlights” section, IUCN also inputted to G20 Sustainable Finance Working Group on ‘Enabling Finance to Deliver on the SDGs

WTO

- At UN Water Conference, DG agreed with World Trade Organization (WTO) Director-General Ngozi Okonjo-Iweala to set in motion a roadmap for cooperation between IUCN and WTO.





INC-2 Plastic Pollution Treaty

- The Intergovernmental Negotiating Committee (INC) on Plastic Pollution is tasked with developing legally binding instrument on plastic pollution
- In January, and in cooperation with WCEL, prepared, coordinated and issued an [IUCN submission to INC-2](#), including the set of legal briefings
- Preparations ongoing for 29 May - 2 June in Paris, France

One Forest Summit

- From 1-2 March, Gabon hosted the inaugural One Forest Summit, dedicated to the preservation and sustainable management of forests.
- IUCN was represented by Razan Al Mubarak, IUCN President and new Regional Director for the IUCN Regional Office for West and Central Africa, Nana Touré-Sy, who assumed duty on 1 February (see picture right)
- High-level discussions were held with government representatives, donors, and private sector representatives.
- Furthermore, the ground was set for renewed commitments for partnerships in the Congo Basin

Nature-Positive

- Building on nature-positive milestone at 2022 IUCN Leaders Forum in October, and on ensuring nature-positive played a central role at the CBD COP15 in Canada in December, IUCN is continuing to work on nature-positive in 2023
- This will culminate with a Union-wide consultation on the nature positive approach in 2023



Chapter 3: Programme work



Impact Target 1: Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature

- The IUCN Pakistan Country Office, together with AFD, announced the winners of the [first Pakistan Gender and Climate Awards](#), celebrating International Women’s Day on 8 March.
- [A March workshop in Tashkent, Uzbekistan](#), confirmed strong regional commitment to the One Health approach in Central Asia. There, partners discussed the proposed IKI project “Enhancing landscape resilience to zoonotic disease emergence by consolidating nature conservation systems in Central Asia”.
- A successful annual meeting was held for the [Coalition for Private Investment in Conservation](#), a global multi-stakeholder initiative focused on enabling conditions that support a material increase in private, return-seeking investment in conservation. IUCN is part of the steering and executive committees, and at the meeting a revamp of the strategy was agreed on.
- Besides taking part in the International Marine Protected Area Congress (IMPAC5) in February in Canada, ORO also supported the participation from five Pacific Island countries (Cook Islands, Papua New Guinea, Micronesia, Fiji and Samoa), [under the young professional’s programme](#)



Impact Target 2: Equitable and effective governance of natural resources at all levels to benefit people and nature

- The “Together for the Environment” project, [launched in March](#), will improve environmental and biodiversity protection in Serbia over the next five years. ECARO will deliver a critical review of the national nature protection system, with particular emphasis on good governance (budget USD\$690,000, supported by USAID).
- The Conserving Natural Capital and Enhancing Collaborative Management of Transboundary Resources project partnered with Infonile in Uganda and the Association of Media Women in Kenya to train around 40 East African journalists, improving their understanding of illegal wildlife trade and marine species consumption.
- IUCN took part in the [2023 European Circular Economy Stakeholder Conference](#) in February, stressing that when implemented with nature in mind, the circular economy is an important opportunity for biodiversity, a crucial tool alongside conservation and restoration activities.
- ECO-READY, a [new project on food security](#), started in Q1, aiming to address the complex issue of food security in Europe by providing real-time data and critical insights into the factors that affect food accessibility and the economic protection of producers. IUCN will provide the voice of nature in this project and develop and disseminate relevant policy recommendations.



Impact Target 2: Equitable and effective governance of natural resources at all levels to benefit people and nature

- As part of the steering committee for the [America the Beautiful for All Coalition](#), NARO launched the first policy report which includes key recommendations for the US government to meet its twin goals of Justice40 and 30x30.
- The IUCN Cameroon Programme supported the production of an Ecological Monitoring Guide and a Protection and Monitoring Plan for the Benue National Park, located in Northern Cameroon.
- In March, an IUCN regional conference in Jordan gathered 70 participants from 18 organisations across 4 countries to discuss and exchange knowledge on rangeland management sustainable principles and related indigenous knowledge.
- In February, the Amazonia 2.0 project ended, after more than 6 years, resulting in 1.5 million hectares observed using satellite imagery, and 420,000 hectares monitored by Indigenous peoples. Furthermore, 47 governance structures were implemented through 21 institutional agreements, allowing for the effective management of the project territories and the reporting of threats. Finally, more than 2,000 people from 34 communities in the Amazon received training tailored to their needs.



Impact Target 3: Enhanced realisation and enforcement of the environmental rule of law

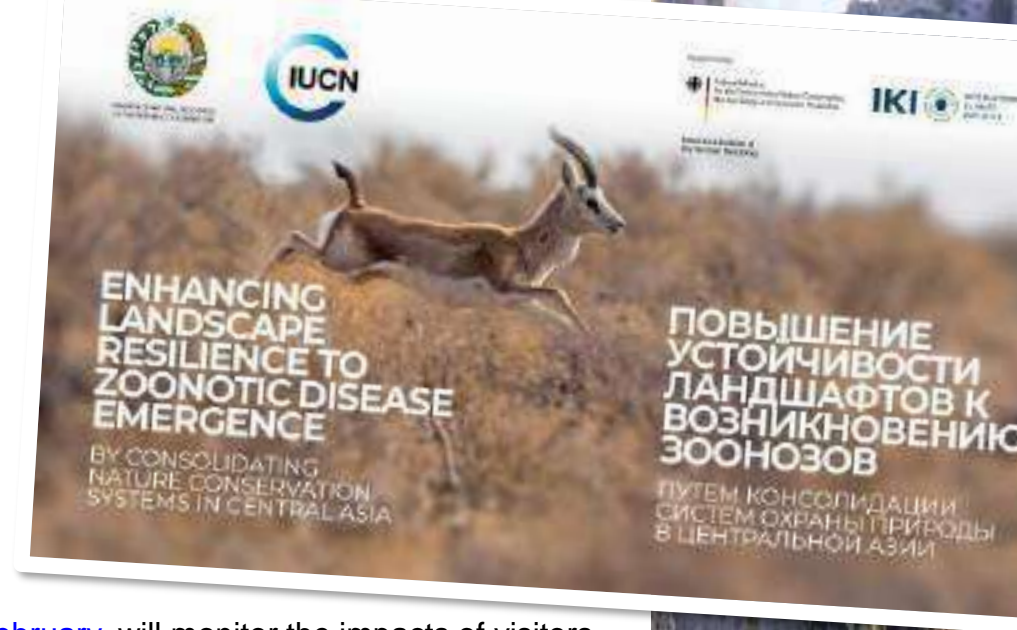
- North America Regional Office (NARO) contributed with case studies and inputs to the 1st comprehensive [US National Nature Assessment \(NNA\)](#) in the United States. The NNA is part of a broader agenda to conserve and restore nature for the US, essential to measuring and monitoring progress.
- The Government of El Salvador and IUCN ORMACC formalised the opening of an IUCN country office in the Central American country Working from this new location, IUCN will develop and implement joint conservation and sustainable development initiatives on the national level, while contributing to regional efforts. The IUCN Secretariat will now be able to better coordinate with Members and Committees in the country, as well as a wide range of partners from academia, civil society, and government, strengthening the One Programme Approach
- In January, a project AFRIPAC was launched. Standing for "Effective Plastic Treaty Capacity Building for Africa", this project aims to empower five African nations' negotiating skills for a strong Global Treaty on plastic pollution. The countries are Cabo Verde, Guinea Bissau, Sao Tome and Principe, Senegal and Sierra Leone.



Impact Target 1: Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.

- IUCN Thailand Country Programme’s Expression of Interest for the GEF-8 project “Recovering tigers in Thailand through prey recovery, forest restoration, and community participation” was selected by the GEF Secretariat in mid-March for the next step of Concept Note development. The total value of the project is approximately USD \$4.7 million.
- [January saw the conclusion](#) of the three-year initiative “SOS Central Asia”. Through this, IUCN Save Our Species invested almost USD\$500,000 in seven projects in Kazakhstan, Kyrgyzstan, and Tajikistan which reduced human-wildlife conflict, increased critical species monitoring, and led to the establishment of new conserved areas.
- In the lead up to World Wildlife Day, [IUCN ESARO signed a grant agreement](#) for the Gonarezhou National Park Infrastructure Support Programme through the Southern African Development Community (SADC) TFCA Finance Facility – and Gonarezhou Conservation Trust in Zimbabwe. Through this grant, the Gonarezhou Conservation Trust will receive support worth €3 million to improve conservation outcomes through Gonarezhou National Park infrastructure by 2026.
- Zambia’s North Luangwa National Park was included in IUCN’s Green List of Protected and Conserved Areas.
- The March Data Training Workshop on Protected and Conservation Areas held in Nairobi, Kenya, by the Regional Resource Hub (RRH) attracted over 80 participants from 21 countries and reflected on the importance of data for effective decision-making in protected areas.

- The Sant Llorenç del Munt i l’Obac Natural Park - in the Barcelona area - is the first site to participate in the Tech4Nature partnership in Spain. [The project, launched in February](#), will monitor the impacts of visitors on the breeding behaviour of the Bonelli’s eagle populations
- Honduras and Costa Rica are the [first two Central American countries](#) to officially approve the adapted Green List Standard for national use.
- The Restoration Barometer identified over 6 million restored hectares in El Salvador, Guatemala, Costa Rica, and Mexico, as ORMACC shared in February at the joint annual meeting of the 20x20 Initiative, the Bonn Challenge, and AFOLU2040 on the restoration of degraded lands in Latin America.



Impact Target 2: Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.

- In March, IUCN gathered representatives from civil society and Indigenous peoples' organisations, as well as seven Mesoamerican countries, [to create an implementation roadmap](#) for the GEF-financed Integrated Program for Critical Forest Biomes (IP). The IP will help unlock an additional USD \$12 million for conservation action.
- Gabon hosted the inaugural One Forest Summit, 1-2 March, dedicated to the preservation and sustainable management of forests. Co-organised by Gabon and France, it culminated in "[The Libreville Plan](#)", the roadmap to accelerating and scaling up investments in forest countries. IUCN was represented by Razan Al Mubarak, IUCN President, and PACO's new Regional Director Nana Touré-Sy, who assumed duty on 1 February 2023. At the Summit, PACO held high-level discussions with government representatives, donors, private sector representatives, and set the ground for renewed commitments for partnerships in the Congo Basin.
- In March, IUCN launched a preview of "A guide to investing in landscape restoration to sustain agrifood supply chains" at the Global Landscape Forum Investment Symposium in Luxembourg. The guide provides information and reasoning as to why it is important for agribusinesses to engage in nature-positive business practices, and why landscape restoration is an effective solution to issues related to degradation of landscapes and natural capital on which agribusinesses depend.

Impact Target 3: Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

- The city of Berlin performed a self-assessment using the [IUCN Urban Nature Index](#), a tool that measures the ecological performance of cities through 30 indicators nested in 6 themes. Based on 27 indicators, the city shows satisfactory performance on governance responses, and has space for improvement when it comes to its biodiversity and vegetation. IUCN supported the process and will develop targeted recommendations.
- The [Smart DESERT project](#) was officially endorsed by the Union for the Mediterranean, one of the main intergovernmental frameworks in the Mediterranean. Several Public Private Partnership agreements and MOUs were signed to connect farmers and home-based business owners with local and global markets.
- As part of the GEF-8 Integrated Programme, IUCN was selected as Implementing Agency of two Sustainable Cities Child Projects in two countries (Guatemala and Peru). These projects bring the IUCN urban portfolio to more than USD 15 million.



Impact Target 1: The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.

- Vjosa named Europe's first Wild River National Park The entire Vjosa River was declared as the first Wild River National Park in Europe by the Government of Albania in March. The river was also granted Category II status, under IUCN's Protected Areas Categories, thus ensuring the protection of the natural wilderness area's ecological and biological systems as well as its species.

The formal declaration was announced on 15 March, with the participation of the Albanian Prime Minister Edi Rama, the Tourism and Environment Minister of Albania Mirela Kumbaro, the CEO of Patagonia Ryan Gellert, and Boris Erg, Director, IUCN Regional Office for Europe. This status will facilitate solutions to challenges such as water and land pollution, waste management, and deforestation, while creating economic opportunities for local communities.



Impact Target 2: Equitable access to water resources and all associated ecosystem services are secured.

- The UN Water Conference saw the launch of a country-driven initiative to leverage the support needed to restore 300,000 km of rivers and 350 million hectares of inland wetlands by 2030 to enhance water security, tackle climate change, and reverse nature loss in New York in March. IUCN together with WWF, Wetlands International, The Nature Conservancy, Ramsar Secretariat, the UN Decade on Ecosystem Restoration and AB InBev are supporting this initiative.



Impact Target 3: Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

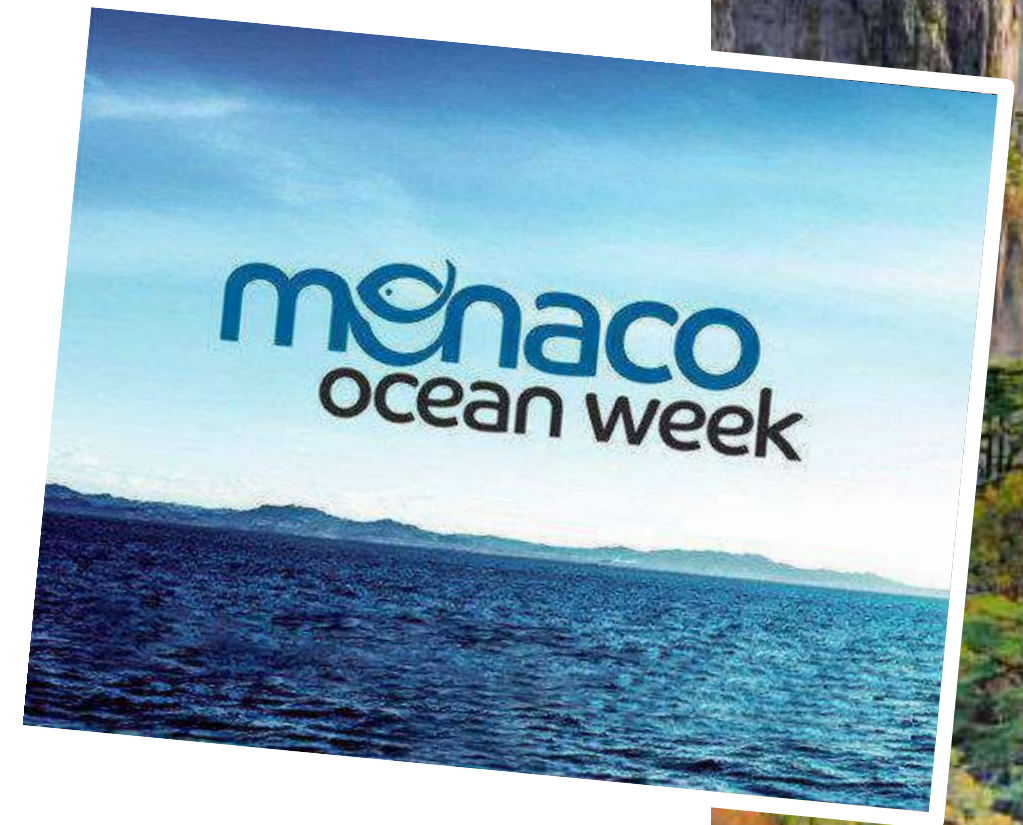
- In March, IUCN-Med co-organised the Steering Committee of the [Mediterranean Alliance for Wetlands](#) in Samsun, Turkey, which helped clarify some of the shared challenges for the conservation of wetlands and rivers. The Alliance is comprised of sub-national, national and international NGOs, CSOs and research organisations – many of which are IUCN Members. A key conclusion was the need to strengthen the protection of Ramsar sites through designating legally binding protected areas.
- Ecuador presented a proposal for a national Law for Water based on BRIDGE input in Q1. As part of the BRIDGE project, SUR worked closely with the Government of Ecuador to integrate binational water management cooperation and freshwater ecosystem conservation in its Law for Water. The proposal was officially presented by President of the Republic of Ecuador, His Excellency Guillermo Lasso to his cabinet, representatives of Indigenous communities, the associations of water users and a general audience of over 500 people in the city of Latacunga, Cotopaxi province.



OCEANS

Impact Target 1: The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.

- During Monaco Ocean Week (20-23 March), IUCN presented the results of a 4-year project (Plastimed Bemed) that worked to improve knowledge on the sources, distribution and abundance of plastic pollution in the Mediterranean Sea. A key result was the development of a Community of Practice, involving civil society organisations to scale-up potential solutions.



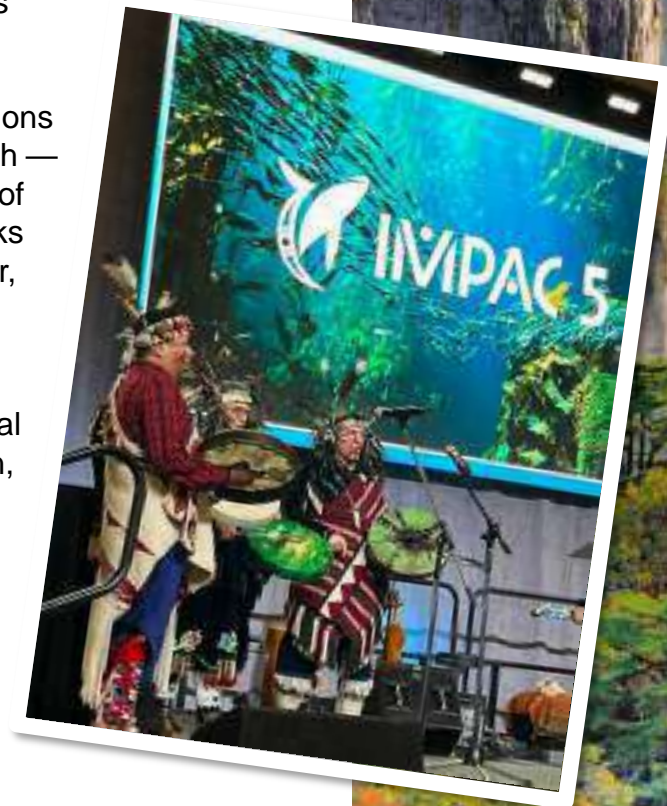


Impact Target 2: Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.

- The [closing event of the REGENERATE project](#) in the Maldives highlighted significant achievements, including the designation of 12 new protected areas, two UNESCO Biosphere Reserves in Addu and Fuvahmulah atolls, biodiversity assessments of 79 sites across the nation, and the launch of the Maldives Red List initiative.
- The IUCN Myanmar Country Office, with the support of environmental economist Luke Brander, completed an economic valuation of the ecosystem services provided by the Gulf of Mottama. The resulting estimate suggests that each household in the area receives ecosystem services worth around USD \$4,500 per year.

- In March, IUCN-Med participated in a discussion in Brussels organised by the [Mediterranean Posidonia Network](#) - an initiative led by the French Biodiversity Agency and the subregional Government of the Balearic Islands - and promoted IUCN's activities linked to NbS and Blue Carbon.
- In March, IUCN welcomed the High Seas Treaty that was agreed during the fifth session of the Intergovernmental Conference (IGC5) on an international legally binding instrument under the UN Convention on the Law of the Sea (UNCLOS). This represents the culmination of two decades of work by IUCN (Membership, Commissions, Secretariat).
- IMPAC5, co-hosted by IUCN with the First Nations — Musqueam, Squamish and the Tsleil-waututh — the Province of British Columbia, Government of Canada, Parks Canada and the Canadian Parks and Wilderness Society, was held in Vancouver, Canada on 3-9 February.

It was the first opportunity for the global ocean community to convene and transform the Global Biodiversity Framework from ambition to action, since it was adopted by governments in December 2022. In total, 3,900 participants from 123 countries came together to discuss the full and effective implementation of SDG 14 (on oceans) and Target 3 of the Framework.



Impact Target 3: Ocean and coastal processes are maintained as a key foundation for planetary stability.

- IUCN-Med, in cooperation with the Libyan Ministry of Environment and other NGOs, is supporting the expansion of the marine and coastal protected areas network in Libya. [A January workshop in Tripoli](#) presented the preliminary list of 26 sites, and the final selection will support the national strategy of marine and coastal areas.
- IUCN participated in the International Seabed Authority (ISA) Council Meeting in March 2023 in Kingston, Jamaica. The meeting focused on the regulations to govern deep-sea mining, following Nauru's announcement to begin mining. Although ISA has two years to finalise regulations for this industry, [ORO delivered a statement on IUCN's behalf](#), reminding delegations that 'rushing to complete the regulations in order to meet an artificial deadline is not advisable'.
- ORO established a plastic recycling initiative in Vanuatu with implementing partner Recycle Corp Vanuatu Ltd, to recycle plastic polymers such as PET, HDPE, LDPE and PP..
- PACO's marine programme finalised the management plan of the Bouche du Roy and Lac Toho ACCB (Aires de Conservation Communautaire de la Biodiversité) in the Mono Biosphere Reserve in Benin. This 346,285-hectare site in the south-west of Benin and Togo hosts mangroves, savanna, lagoons, floodplains and forests, and is home to nearly 2 million people.



Impact Target 1: Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.

- IUCN Rwanda, Rwanda Forestry Authority, the Eastern Province and seven Districts [signed an MoU on degraded land restoration](#) through projects including “Transforming Eastern Province through Adaptation”, which will build on IUCN’s successful community-based approach in Rwanda.
- The Mission Inclusion Foundation and IUCN were [selected for a 3-year, CAD \\$30 million project](#) under the Canadian government’s Partnering for Climate Programme. It will directly benefit 350,000 people, including 225,000 women and 12,500 vulnerable and marginalised community members.
- Through the Resilient Highlands Project, IUCN delivered [grants to ten small and medium-sized community organisations in the western highlands of Guatemala](#). These organisations will implement Ecosystem-based Adaptation projects to strengthen the participation of local community members, women, and indigenous peoples’ organisations. The small organisations received over USD \$222,000, financed by KOICA in Guatemala. Five medium-sized organisations received USD \$2 Million with funds from the Green Climate Fund.
- The [EbA LAC Programme](#) supported four institutional and three community nurseries in the province of Manabí, Ecuador, laying the foundations for climate adaptation measures in Latin America through native forest species and fruit trees seedlings planting.

Impact Target 2: Countries scale up Nature-based Solutions to reach climate mitigation targets.

- IUCN Member, The Society for the Protection of Nature in Lebanon (SPNL), officially joined the AI Murunah programme as IUCN’s national implementing partner. The programme aims to build climate resilience through enhanced water security in the Middle East and North Africa and will work to strengthen and empower national NbS capacities for water and agricultural management.
- In the framework of the Gender and Climate Change Action Plan (PAGcc) project, which supports Ecuador’s first National Determined Contribution, 12 workshops were held gathering 263 participants to collect evidence and inputs for this policy instrument which mainstreams gender within climate change policy.



Impact Target 2: Countries scale up Nature-based Solutions to reach climate mitigation targets.

- The IUCN-led initiative, co-chaired by Egypt and Germany, Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT), held its first workshop in Cairo in March, to kickstart the programme. IUCN Members and Commissions as well as UN agencies and donors have been instrumental in developing this initiative, which will bring greater coherence and collaboration between existing NbS efforts and partnerships.



Impact Target 3: Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.

- The [closing event of the REGENERATE project](#) in the Maldives featured the launch of a workbook for primary school children titled 'Ecosystems of the Maldives'.
- The IUCN India Country Office, supported by TCS Foundation, released a publication titled "Himalaya for the Future" during a workshop in February, identifying the issues and concerns faced by the communities in the region, including biodiversity and climate change
- The Syrian crisis has severely increased the pressure on the limited freshwater resources of Jordan. [ROWA is addressing the challenges related to agriculture, food security and the effects of climate change](#), while empowering Syrian refugees and vulnerable Jordanians in the agricultural sector. In the first months of 2023, ROWA helped rehabilitate 70 low-output farmlands hosting over 300 home-based businesses, and installed Solar PV systems in 7 processing facilities. In addition, two farming clusters which are each 6 hectares are under implementation.



Chapter 4: Resource mobilisation and partnerships





Resource mobilisation

- Supported by the European Commission, BESTLIFE2030 was launched in February. Over the next eight years, IUCN will continue working in the EU Overseas territories, and establish a financing facility to support local stakeholders to work on biodiversity conservation and the sustainable use of ecosystem services, including for climate adaptation.
- In January, IUCN NARO launched the first strategy workshop with the board of IUCN-US – a ‘friends-of’ organisation to maximise fundraising efforts. The workshop ended with the agreement to offer larger representation and support for all parts of the Union. This strategy aims to provide another channel to grow the US\$4 million portfolio of field projects and initiatives led by NARO
- At the GEF-8 workshop in January in Bali, Indonesia, the following was secured - Blue and Green Islands Integrated Programmes for Palau (USD \$8 million) and the Federated States of Micronesia (USD \$4 million). IUCN Oceania is working closely with UNDP to refine the concept proposals.
- The Global EbA Fund, managed by IUCN, has received another EUR 10 million from donors, bringing its total value to EUR 40 million for EbA.

Framework partnership

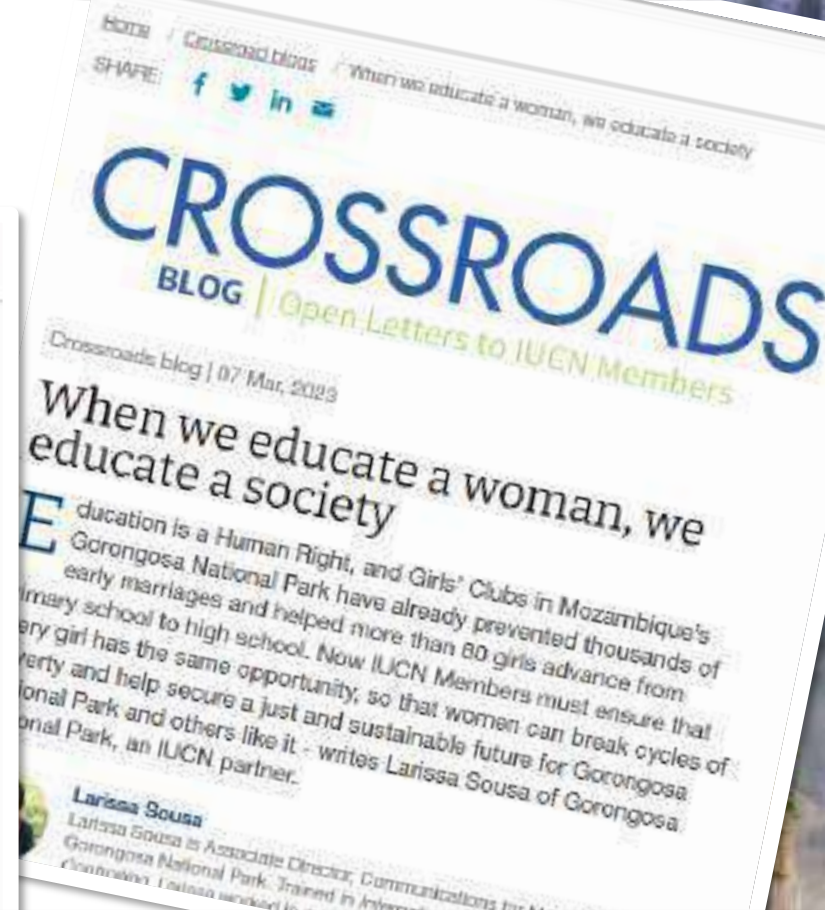
- The annual meeting of the IUCN Framework Partners took place in Rwanda in April, marking the first time this yearly gathering took place in an IUCN country office.
- The IUCN France Framework Steering Committee meeting took place on 11 May in Paris, France. The results will be communicated to Council orally, as these slides were shared with Council on 9 May as per deadline.





Communications

- Over 32,386 media articles referenced IUCN in the first quarter of 2023, including at least 134 articles in Asian, European and North American target media. Outlets that referenced IUCN in this period include The Economist, Le Figaro, Le Monde, El País, Bayerischer Rundfunk, Al Jazeera, Ecns.cn, Agência Brasil, etc.
- Commissioned, edited, published and promoted Crossroads blogs:
 - by researchers at Yale Tropical Resources Institute: Can tourism be nature-positive?
 - by Larissa Sousa, Gorongosa National Park: When we educate a woman, we educate a society
- IUCN issued seven press releases in the first quarter of 2023, e.g.
 - IUCN welcomes appointment of Razan Al Mubarak as UN Climate Change High-Level Champion for the COP28 Presidency
 - Experts gather for first global human-wildlife conflict summit
- IUCN promoted IMPAC5 heavily, and drafted and issued a press release on the IUCN World Commission on Protected Areas awards presented at the event.



Chapter 5: Secretariat Management





HR updates

- Stats on recruitment/departures (Q1 stats)
 - Number staff's departures: 7 (HQ) and 31 (WW).
 - Number of worker's arrivals: 9 (HQ), and 51 (WW).
- Recruitments
 - Ms Liza Murphy, Head, Conservation Management Assurance Team (January)
 - Mrs Nana Oumou Toure-Sy, Director, Regional Office for West and Central Africa (February)
 - Faridah Ibrahim, Head, Business Engagement Unit (March)
 - Mr Martin Sneary, Head, Enterprise and Investment Team (April)
 - Mr Maher Mahjoub, Director, Centre for Mediterranean Cooperation (April)



Programme Performance, Monitoring & Evaluation

- Risk Committee meeting and risk analysis (presented to FAC)
- Risk management: 400 managers trained
- Leadership's bi-annual planning workshop (picture below)





INTERNATIONAL UNION FOR CONSERVATION OF NATURE

IUCN 2022

ANNUAL REPORT

Disclaimer

All figures are correct as of 31.12.2022 unless otherwise stated.

The designation of geographical entities in this book, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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FOREWORD

2022 was momentous for IUCN and nature conservation.

Led by our Members, Commission members and Secretariat, IUCN was key to building global ambition for the Kunming-Montreal Global Biodiversity Framework, which was adopted in December after a two-year delay due to COVID-19 precautions. IUCN, through the IUCN Nature 2030 Programme, now stands ready to support its implementation moving forward.

IUCN's global leadership in nature conservation was again reaffirmed by world leaders at the Fifth Session of the United Nations Environment Assembly, which multilaterally agreed a definition of Nature-based Solutions based on IUCN's proposal from 2016. This common definition will help ensure that the goals of the Rio Conventions are achieved together. This is an ambition reinforced by the inclusion of Nature-based Solutions in the cover decision of the UN Climate Change Conference at Sharm el-Sheikh (COP27), in the targets of the Kunming-Montreal Global Biodiversity Framework, and in commitments made by Parties to the UN Convention to Combat Desertification.

We further strengthened the convening power of the Union with the inaugural IUCN Leaders Forum in Jeju, South Korea. The Forum was conceived as an annual, high-level, in-person event that gathers leaders to address key and emerging topics on the global agenda. This year's Forum brought together IUCN Members from government, civil society, Indigenous peoples' organisations and partners from the private sector, with the common goal of helping define nature-positive economies and societies.

These achievements and the many others highlighted in this report are only made possible by IUCN's 1,400 Members and 14,000 Commission members, who collectively are the political and scientific force that drives our work. In 2022, we welcomed our first 12 subnational government Members, alongside two new Indigenous Peoples' Organisations. We look forward to welcoming others, as the Union continues its focus on enabling local conservation action.

With our deep scientific knowledge, bold ambition, and democratic and inclusive mandate, the Union is helping the world overcome the biodiversity and climate challenges.

Together, we are building a better, greener and fairer future.

Razan Al Mubarak
President



Dr Bruno Oberle
Director General



01

AT A
GLANCE

THE UNION



Mission and Nature 2030

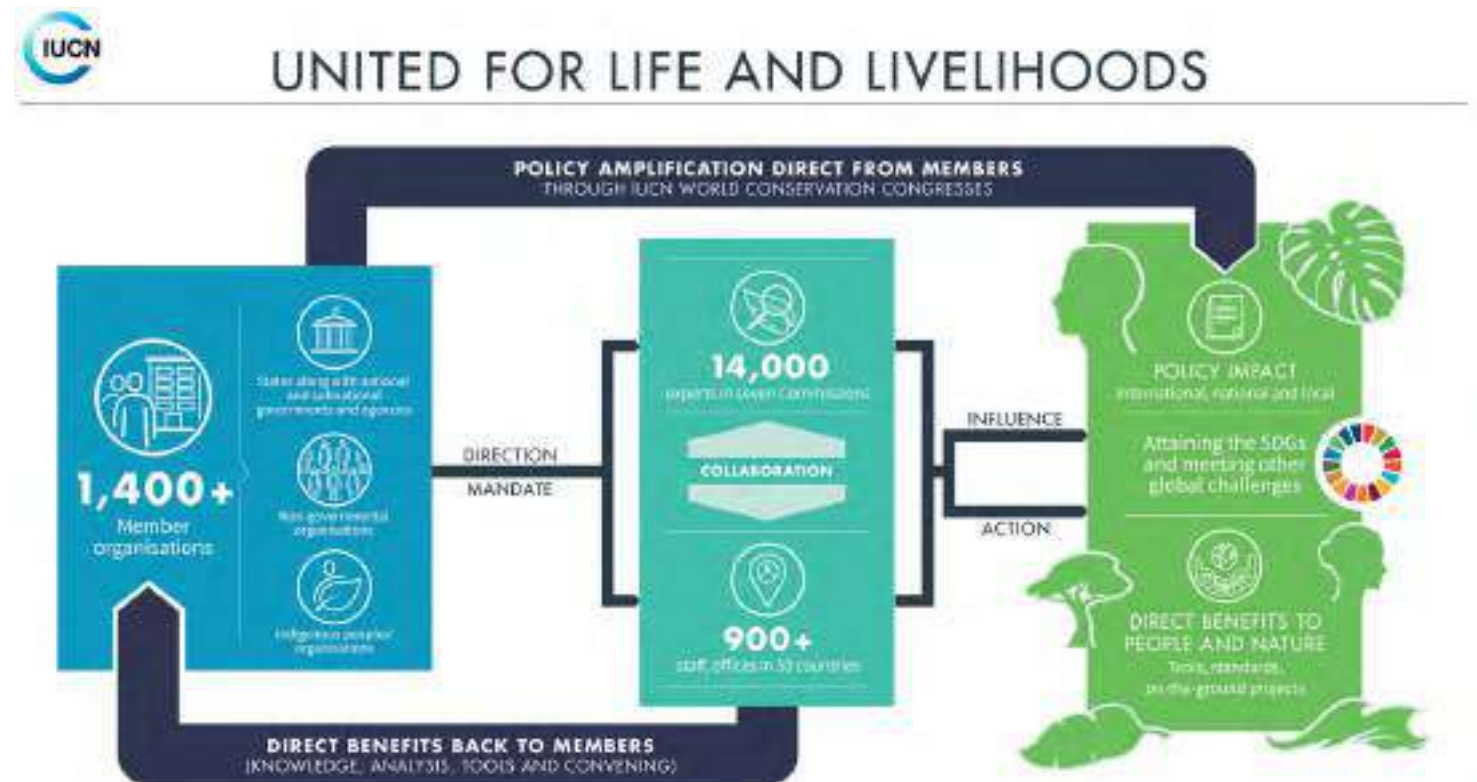
The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. The experience, resources and reach of its more than 1,400 Member organisations and the input of some 14,000 experts make IUCN the global authority on the status of the natural world and the measures needed to safeguard it.

IUCN'S VISION

A just world that values and conserves nature

IUCN'S MISSION

Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable



© IUCN

► The Union

The Union has the following constituent parts:

- Members
- National and Regional Committees (composed of Members)
- Commissions
- Secretariat
- Council
- World Conservation Congress

Nature 2030: a Union in action

Adopted at the IUCN World Conservation Congress in Marseille, the Nature 2030 IUCN Programme was the result of many years of deliberation across the Union. Covering a ten-year time frame for the first time, the Programme is a call for mobilisation to IUCN Members, Commissions and the Secretariat. This longer-term outlook aligns with the United Nations 2030 Agenda for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework.

► Five Programme Areas

The Programme, with a more inclusive and extended vision, defines five broad areas where IUCN will work to deliver tangible positive impacts:

PEOPLE Biodiversity is nurtured in harmony with human well-being, based on the principles of equity, equality and justice.

LAND Intact landscapes are protected while sustainable use balances the needs of people and nature on production and urban land.

WATER Freshwater systems support and sustain biodiversity and human needs.

OCEANS Stronger legal frameworks and investment in biodiversity restoration ensure a healthy ocean supporting nature and people.

CLIMATE Global temperature rise is limited to 1.5°C through ambitious mitigation measures, alongside effective adaptation.

► All contributing to the 17 Sustainable Development Goals



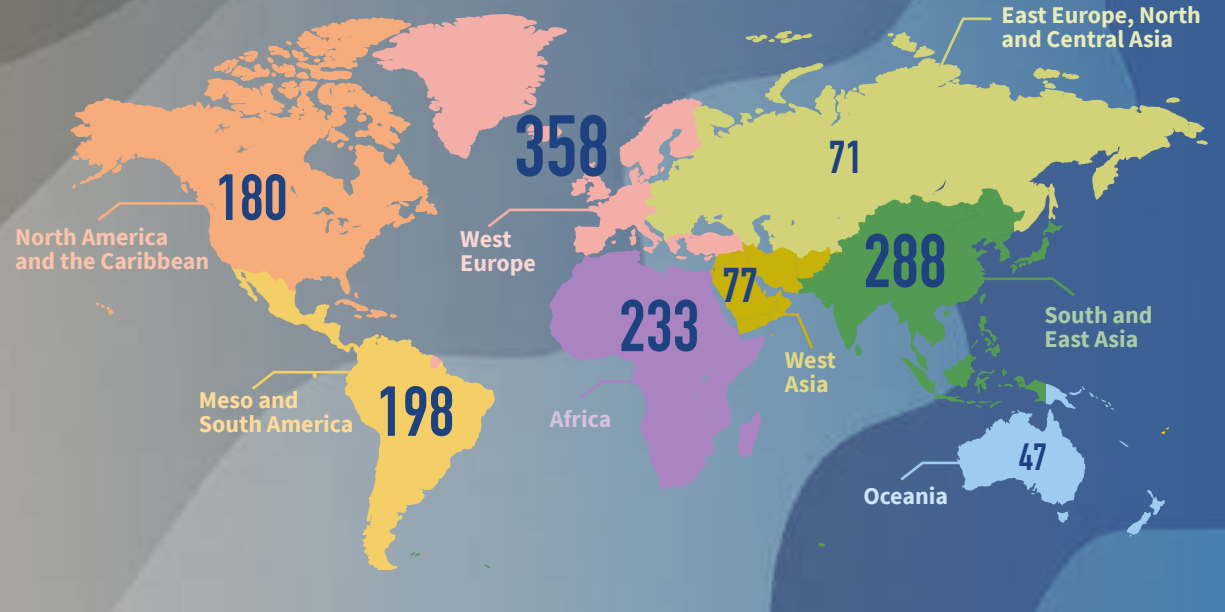
Infographic by Natacha Bigan, using SDG icons

Members

IUCN harnesses the knowledge, resources and reach of over 1,400 Members. These include States and government agencies at national and subnational levels, large and small non-governmental organisations, Indigenous peoples' organisations, scientific and academic institutions.

Through their affiliation with IUCN, Members work with Commissions and the Secretariat to forge and implement solutions to the planet's greatest environmental challenges. IUCN Members also convene and influence diverse stakeholders, including at the highest levels, in support of nature conservation. As part of a democratic process, at the IUCN World Conservation Congress, Members vote on Resolutions that drive the global conservation agenda. IUCN's history is built on Members putting their knowledge and influence to work for a more sustainable future for nature and people.

► Spread of IUCN's membership



IUCN's 1,452 Members are in 165 countries and are comprised of:

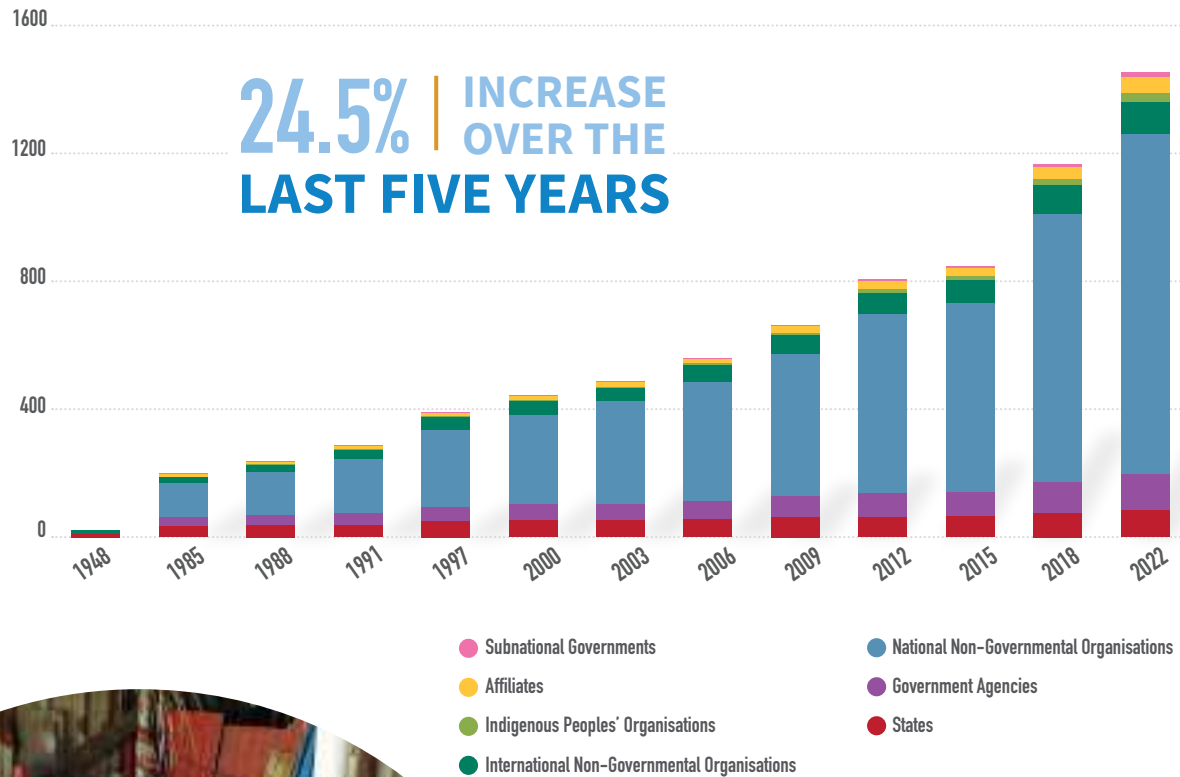


62
NEW
MEMBERS | **JOINED
THE UNION
IN 2022**

1,400+
MEMBER
ORGANISATIONS

165
COUNTRIES | **WITH IUCN
MEMBERS**

► Evolution of IUCN's membership by category



► Participants in El Salvador take part in a workshop on gender as part of IUCN's Regional Coastal Biodiversity Project. © Evelyn Vargas



► Member highlights

- IUCN welcomed its first subnational government Members, a new category established at the World Conservation Congress in Marseille. By the end of 2022, IUCN had 12 subnational government Members ranging from the City of Paris to the Jeju Special Self-Governing Province in the Republic of Korea.
- The biweekly Union Digest newsletter kept Members updated on IUCN news and events throughout the year. Members were invited to take part in events ranging from a webinar series to prepare for the UN Biodiversity Conference to various networking events at both regional and global level.
- Many Members partnered on IUCN projects in 2022 as part of the Nature 2030 Programme, often with far-reaching impact. For example, a project with IUCN State Member Rwanda implemented a Nature-based Solution in the country's Rubavu district to alleviate the regular flooding that previously caused significant crop damage and displacement of people in the Sebeya river catchment area. By 2022, it was reported that the past 12 months were the first year that the municipality had not recorded a single death attributed to flooding or landslides.
- IUCN Members and its Secretariat continued to collaborate strongly on the 137 Resolutions adopted at the 2021 World Conservation Congress. To mention just one example, IUCN and its Members WWF, BMZ and Wetlands International helped implement in 2022 the [Resolution](#) for the conservation, restoration and sustainable management of mangrove ecosystems. This included conducting detailed assessments of the socio-economic value of mangroves, mapping the state of the mangroves in the Western Indian Ocean, and working to advance political ambition on advanced mangrove action both internationally and regionally as part of the [Save our Mangroves Now](#) initiative.

The Maldives became a new State Member in 2022, and Angola and Portugal rejoined the Union.

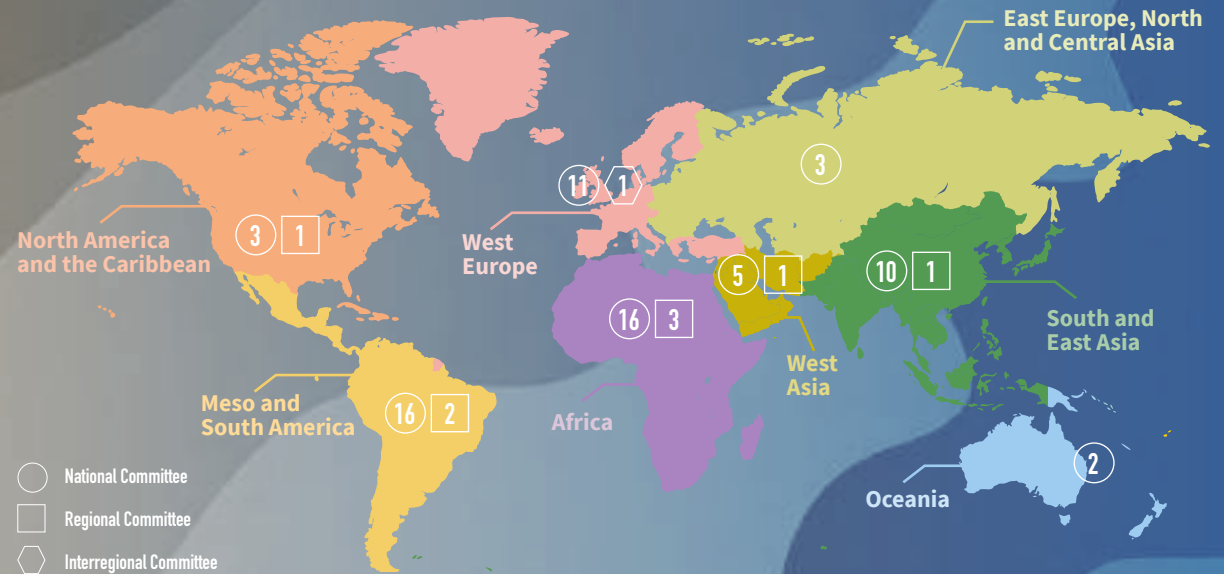
National and Regional Committees

IUCN Members within a country or region may choose to organise themselves into National and Regional Committees to facilitate cooperation among Members, and with other parts of the Union, and to support the participation of Members in the Programme and governance of IUCN.

IUCN's National and Regional Committees can be very different in nature. Some of the Member Committees work to jointly implement projects, whereas others are predominantly vehicles for exchange and networking.

There are currently 66 officially recognised National Committees, eight recognised Regional Committees, one interregional Committee and a Global Group for National and Regional Committee Development.

► Spread of IUCN's Committees



► 8 Officially recognised Regional Committees of IUCN Members

- Eastern and Southern Africa Regional Committee
- North Africa Regional Committee
- West and Central Africa Regional Committee
- Meso America Regional Committee
- South America Regional Committee
- [Caribbean Regional Committee](#)
- South and East Asia Regional Committee
- West Asia Regional Committee

► 1 Officially recognised Interregional Committee of IUCN Members

- [Interregional Committee for Europe, North and Central Asia](#)

► 66 Officially recognised National Committees of IUCN Members

- | | | | |
|------------------------------------|---------------------------|----------------------------|--|
| ▪ Argentina | ▪ Dominican Republic | ▪ Mali | ▪ Sri Lanka |
| ▪ Australia | ▪ Ecuador | ▪ Mexico | ▪ Sweden |
| ▪ Bangladesh | ▪ El Salvador | ▪ Morocco | ▪ Switzerland |
| ▪ Belize | ▪ Finland | ▪ Mozambique | ▪ Thailand |
| ▪ Benin | ▪ France | ▪ Nepal | ▪ The Netherlands |
| ▪ Bolivia (Plurinational State of) | ▪ Guatemala | ▪ New Zealand | ▪ Tunisia |
| ▪ Botswana | ▪ Guinea Bissau | ▪ Nicaragua | ▪ Türkiye |
| ▪ Brazil | ▪ Honduras | ▪ Pakistan | ▪ Uganda |
| ▪ Burkina Faso | ▪ Hungary | ▪ Palestine | ▪ United Arab Emirates |
| ▪ Burundi | ▪ India | ▪ Panama | ▪ United Kingdom of Great Britain & Northern Ireland |
| ▪ Cambodia | ▪ Israel | ▪ Paraguay | ▪ United States of America |
| ▪ Cameroon | ▪ Italy | ▪ Peru | ▪ Viet Nam |
| ▪ Canada | ▪ Japan | ▪ Poland | ▪ Zimbabwe |
| ▪ Chile | ▪ Jordan | ▪ Republic of Korea | |
| ▪ Colombia | ▪ Kenya | ▪ Russian Federation | |
| ▪ Costa Rica | ▪ Kuwait | ▪ Senegal | |
| ▪ Denmark | ▪ Lebanon | ▪ South Africa | |
| | ▪ Malawi | ▪ Spain | |

► 2022 Highlights from the National and Regional Committees

IUCN Asia Regional Committee

- A virtual platform launched in March 2022, the Asia Nature Forum aims to strengthen engagement and interaction between IUCN constituents in the Asia region. Six webinars on topics related to nature conservation and sustainable development allowed Members, Commissions, Councillors and Secretariat staff to learn and share experience with each other.

IUCN French Committee

- Marking 30 years of existence in 2022, the IUCN French Committee is a unique platform for dialogue and expertise on biodiversity issues in France. As an example of this, its French Nature Congress in October 2022 – held at the ZooParc de Beauval – brought together 150 people to prepare the collective messages to convey during the season of important international COP meetings that followed.

IUCN Regional Committees for Meso America and South America; IUCN National Committee for Spain

- The *ABCÑ* of IUCN is a working group that promotes interregional collaboration among IUCN constituents in the Spanish language. Its second online event, held in June 2022, focused on the IUCN Secretariat. It provided Members with an opportunity to learn how the Secretariat is organised, the services it offers and the work it does, and encouraged participation of Members in IUCN processes and knowledge products.

IUCN Interregional Committee for Europe, North and Central Asia (ICENCA)

- Approved by the IUCN Council in June 2022, ICENCA will provide pragmatic assistance for strengthening cooperation and collaboration between all IUCN entities in Europe, North and Central Asia. The Committee held a Members' workshop on regional plans in Málaga in September.

66 | NATIONAL
COMMITTEES
OFFICIALLY RECOGNISED BY THE IUCN COUNCIL

8 | REGIONAL
COMMITTEES

1 | INTERREGIONAL
COMMITTEE

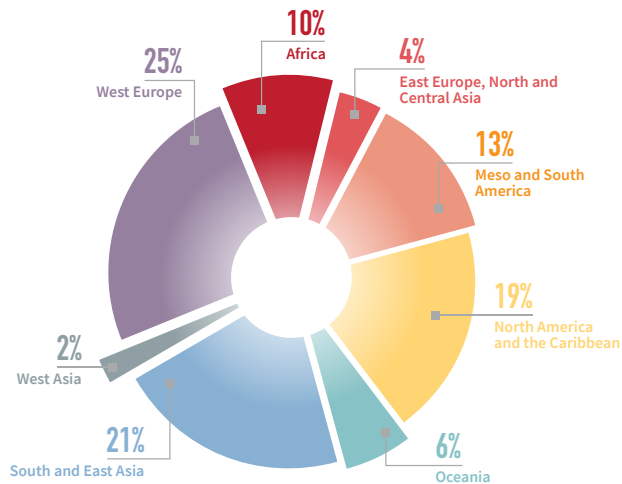


► © pixabay.com / PIYA BO-NGULUAM

Commissions

IUCN Commissions are broad and active networks of around 14,000 scientists and experts providing IUCN and its Members with sound know-how and policy advice to drive conservation and sustainable development.

► Commissions regional spread



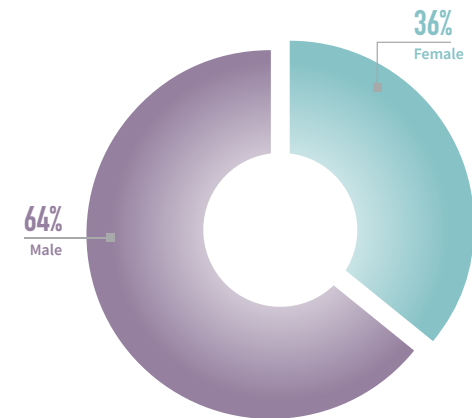
7,400 PARTICIPANTS | **IN 300 COMMISSION-LED EVENTS**

47 | **'GREY LITERATURE' PUBLICATIONS**

► Commissions gender split

7 | **IUCN COMMISSIONS**

14,000 | **SCIENTISTS AND EXPERTS**



80+ | **ACTIVE PROJECTS AND GRANTS**

50+ | **PEER-REVIEWED ARTICLES**

► IUCN Commissions



Climate Crisis Commission (CCC)

Chair: Manuel Pulgar-Vidal (interim)

CCC is the Union's newest Commission, established at the World Conservation Congress in Marseille with an Interim Chair and Steering Committee appointed by Council during 2022. The mission of CCC will be to promote appropriate, effective, just and nature-positive solutions to the climate crisis that are based on the best available scientific evidence from all reputable international bodies and from indigenous knowledge systems. Recruitment of CCC members and implementation of its work plan will begin in 2023.



Commission on Education and Communication (CEC)

Chair: Sean Southey (second term)

CEC drives change through the provision of leadership on communication, learning and knowledge. The Commission's role is to strengthen the work of the Union through creative, innovative, participatory, responsive and effective communication and education, as tools to bring about positive social and behavioural change for the well-being of people and the planet.

2022 HIGHLIGHTS

Led by CEC along with IUCN WCPA and Parks Canada, the [#NatureForAll](#) movement continued to grow, reaching around 575 organisational partners. The movement engages new audiences to connect with and fall in love with nature, thus igniting action for conservation. A major new multi-partner initiative launched during 2022, funded by the Robert Woods Johnson Foundation, created the first international survey of outdoor classrooms and learning environments. Its action agenda will be implemented throughout 2023.

CEC continued to provide leadership on IUCN's youth engagement, including the delivery to Council of the [first IUCN Youth Strategy](#). With youth now representing 25% of the IUCN CEC Steering Committee, the Commission worked to ensure meaningful opportunities for youth to engage in international meetings. For example, [#NatureForAll](#) facilitated an [intergenerational dialogue](#) on ocean conservation ahead of IMPAC5.



Commission on Environmental, Economic and Social Policy (CEESP)

Chair: Kristen Walker Painemilla (second term)

CEESP works to harmonise nature conservation with the critical social, cultural, environmental and economic justice concerns of human societies. It does this by generating and disseminating knowledge, mobilising influence and promoting action.

2022 HIGHLIGHTS

CEESP partnered with the Luc Hoffmann Institute and Impact Hub to [launch a global challenge](#) to drive innovation and support solutions that proactively address the deep-rooted issues facing conservation NGOs, such as legacies of discrimination and inequalities perpetrated by existing power structures. [Nine winning ideas were selected](#) from among the 173 received across 58 countries.

Working with the Australia National Committee of IUCN, CEESP supported November's [Reimagining Conservation Forum – Working Together for Healthy Country](#). This First Nations-led event brought together First Nations and non-indigenous leaders and practitioners involved in the policies and practices of land and sea management across Australia.



Commission on Ecosystem Management (CEM)

Chair: Angela Andrade (second term)

CEM promotes ecosystem-based approaches for the management of landscapes and seascapes. Its mission is to provide expert guidance on integrated approaches to the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development.

2022 HIGHLIGHTS

A research team led by CEM members developed the first comprehensive classification of the world's ecosystems across land, rivers and wetlands, and seas. [Published in October 2022 in Nature](#), the IUCN Global Ecosystem Typology provides a globally consistent classification that will enable more coordinated and effective biodiversity conservation.

CEM is instrumental in developing and improving the knowledge base on Nature-based Solutions (NbS). The IUCN definition of NbS formed the basis for a [landmark resolution on sustainable development](#) adopted by the fifth session of the United Nations Environment Assembly (UNEA-5) in March 2022.



Species Survival Commission (SSC)

Chair: Jon Paul Rodríguez (second term)

[SSC](#) works to influence, encourage and assist societies to conserve biodiversity by building knowledge on the status of and threats to species. With more than 8,300 volunteer experts, the Commission works both independently and in conjunction with other IUCN constituents to provide advice, develop policies and guidelines, and facilitate conservation planning.

2022 HIGHLIGHTS

The [Centers for Species Survival](#) (CSS), partnerships between the SSC Chair's Office and leading species conservation organisations, are designed to support the SSC network in strengthening local capacity, conservation planning, and implementing conservation action. Three new Centers were formalised: CSS Southeast Asia in partnership with Mandai Nature, Singapore; CSS Australasia in partnership with the Zoo and Aquarium Association Australasia, Australia; and CSS Georgia Aquarium, focused on marine conservation, in the United States.

SSC's [high-level interventions](#) included an alert on the poisoning of migratory birds in Crimea, an urgent call to reactivate the work for habitat restoration and protection of the Loa frog in Chile, and an appeal for the urgent declaration of the American red swamp crayfish as an invasive species in Colombia. Other letters issued concerned poaching of rhinos in Hluhluwe-iMfolozi Park, South Africa and the protection of the Lower Congo River from large hydroelectric dam developments.



World Commission on Protected Areas (WCPA)

Chair: Madhu Rao (first term)

[WCPA](#) develops knowledge-based policy, advice and guidance on the full range of issues related to protected areas. The Commission brings together experts to develop global protected area standards and best practice guidelines, supporting governments, NGOs, Indigenous peoples and local communities, and other stakeholders in the implementation of the Global Biodiversity Framework, and especially its Target 3 on area-based conservation.

2022 HIGHLIGHTS

WCPA co-convened two regional congresses: the Asia Parks Congress in Sabah, Malaysia and the Africa Protected Areas Congress in Kigali, Rwanda. These well-attended and highly-inclusive congresses were significant milestones for setting regional priorities for the next decade, and for preparing for CBD COP15, highlighting conservation successes, challenges and opportunities and fostering commitment and collaboration. They gave an important voice to both Indigenous peoples and local communities, as well as to youth, to discuss challenging issues in each region.

Through its specialist groups and task forces, WCPA has developed technical guidance on several elements of Target 3 in the newly adopted Kunming-Montreal Global Biodiversity Framework, including on equity, on understanding and applying other effective area-based conservation measures (OECMs), and on implementing 30x30 in inland waters.



World Commission on Environmental Law (WCEL)

Chair: Christina Voigt (first term)

[WCEL](#) has the goal of advancing environmental law to strengthen the legal foundations of nature conservation and sustainable development. In addition to developing best practices and inter-sectoral strategies for effective compliance and enforcement, the Commission aims to strengthen the capacity of governments, the judiciary, prosecutors, law schools and other stakeholders as they develop and implement environmental law.

2022 HIGHLIGHTS

WCEL convened the [2022 Oslo International Environmental Law Conference](#), bringing together more than 800 participants to engage in a broad exchange about the environmental rule of law and the role and responsibilities of the legal profession in bringing about change.

Two new task forces were created to enhance collaboration with the IUCN Secretariat. The [IUCN WCEL Agreement on Plastic Pollution Task Force](#) provides insights and guidance on the legal issues central to the process of negotiation of a global plastics treaty. The [IUCN WCEL Rights of Nature Task Force](#) aims to help make the Union's engagement on the topic of rights of nature more concrete, examining the consequences of granting legal personality to ecosystems, species or natural spaces.

Secretariat

The IUCN Secretariat works to achieve the vision of the Union's membership. The Secretariat includes over 900 staff working in over 50 countries.

IUCN's headquarters are in Gland, near Geneva, Switzerland, and there are regional, outposted, country and project offices around the world. In addition to contributing knowledge and undertaking convening and capacity-building work, the Secretariat manages projects worldwide and coordinates support services to Members and Commissions. Through the work of the IUCN Centres, the Secretariat supports the implementation of the policy work and the Programme of IUCN.

The Corporate Services Group is responsible for constituency support, strategic partnerships and donor relations, communications, human resources, legal, finance, global convenings and events, and knowledge and information management.



© pexels.com / Quang Nguyen Vinh

► IUCN Centres

To support the delivery of the Nature 2030 Programme, three new Centres were created in the IUCN Secretariat, reflecting the pillars of sustainable development – environmental sustainability, economic feasibility and social equity. These are underpinned by a fourth new Centre focused on science and data and the already-established Centre for International Policy.

Centre for Conservation Action

Oversees IUCN's work on biomes, including global efforts on land, oceans and species. This Centre works directly with regional teams to drive conservation and policy action on the ground and apply state-of-the-art knowledge to improve conservation planning, monitoring and results.

Centre for Economy and Finance

Oversees efforts to mobilise and redirect the resources needed to meet the global targets on biodiversity and climate change. Through the creation of new business models and economic analysis, the Centre makes the case for investing in nature with the public and private sectors.

Centre for Society and Governance

Responsible for institutional, legal and collaborative efforts aimed at empowering and protecting the rights of a wide range of stakeholders, especially traditionally marginalised communities, women and girls, Indigenous peoples, local communities and youth.

Centre for Science and Data

Strives to further develop IUCN's longstanding reputation as a global authority on conservation science and knowledge, and as a global standard-setter for the collection, assessment and analysis of biodiversity-related data.

International Policy Centre

Works with the IUCN Director General to enhance the Union's policy work and impact, guiding engagement in multilateral processes and international environmental forums to ensure the provision of sound policy and technical advice to negotiators and key stakeholders.

IUCN OFFICES

45
OFFICES IN
39
COUNTRIES

ASIA

- 1- Asia Regional Office (ARO) - Bangkok, Thailand
- 2- Dhaka, Bangladesh
- 3- Bangkok, Thailand
- 4- Beijing, China
- 5- Colombo, Sri Lanka
- 6- Hanoi, Viet Nam
- 7- Islamabad, Pakistan
- 8- Karachi, Pakistan
- 9- Kathmandu, Nepal
- 10- Nay Pyi Taw, Myanmar
- 11- New Delhi, India
- 12- Phnom Penh, Cambodia
- 13- Vientiane, Lao PDR

EAST AND SOUTH AFRICA

- 14- Eastern and Southern Africa Regional Office (ESARO) - Nairobi, Kenya
- 15- Dar, Tanzania
- 16- Kampala, Uganda
- 17- Kigali, Rwanda
- 18- Maputo, Mozambique
- 19- Nairobi, Kenya
- 20- Pretoria, South Africa

EASTERN EUROPE AND CENTRAL ASIA

- 21- Regional Office for Eastern Europe and Central Asia (ECARO), Belgrade, Serbia

EUROPE

- 22- European Regional Office (EURO) - Bonn, Germany

MEDITERRANEAN

- 23- Centre for Mediterranean Cooperation (Med) - Málaga, Spain

MEXICO, CENTRAL AMERICA AND THE CARIBBEAN

- 24- Regional Office for Mexico, Central America and the Caribbean (ORMACC) - San Jose, Costa Rica
- 25- Guatemala City, Guatemala
- 26- San Salvador, El Salvador
- 27- Tegucigalpa, Honduras

NORTH AMERICA

- 28- Regional Office for North America - Washington D.C., USA

WEST AND CENTRAL AFRICA

- 29- West and Central Africa Regional Office (PACO) - Dakar, Senegal
- 30- Conakry, Guinea
- 31- Bamako, Mali
- 32- Bissau, Guinea Bissau
- 33- Dakar, Senegal
- 34- Nouakchott, Mauritania
- 35- Ouagadougou, Burkina Faso
- 36- Yaoundé, Cameroon

SOUTH AMERICA

- 37- South America Regional Office (SUR) - Quito, Ecuador
- 38- Brasilia, Brazil (Associação UICN Brasil)

OCEANIA

- 39- Oceania Regional Office (ORO) - Suva, Fiji

WEST ASIA

- 40- Regional Office for West Asia (ROWA) - Amman, Jordan

HEADQUARTERS AND OUTPOSTED OFFICES

- 41- IUCN headquarters, Gland, Switzerland
- 42- Cambridge Office, Cambridge, United Kingdom
- 43- Environmental Law Centre (ELC), Bonn, Germany

REPRESENTATIVE OFFICE

- 44- Permanent Observer Mission of IUCN to the United Nations, New York, N.Y, USA
- 45- EU Representative Office, Brussels, Belgium

IUCN Country Project Offices are not reflected on the map

Council

The [IUCN Council](#) is the Union's principal governing body in between sessions of the World Conservation Congress, the General Assembly of the Union's Members.

Subject to the authority, direction and policy of the Congress, the role of the IUCN Council is to set strategic direction and policy guidance for the work of the Union; provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular; and to fulfil its fiduciary responsibilities to the Members and render account to them.

During 2022, the Council defined five key priorities on which it committed to deliver by 2025. These included:

1. Strengthening the governance of IUCN, and increasing the level of membership participation and confidence in the decision process
2. Developing a 20-year Strategic Vision for IUCN, including a financial strategy, that receives the support from all its constituent parts
3. Implementing the [Resolutions of the IUCN World Conservation Congress](#)
4. Increasing Member engagement and satisfaction
5. Improving IUCN's influence on the global agenda and mobilising IUCN's constituents in order to secure high-ambition conservation goals



IUCN Council Members and President in Abu Dhabi for the 108th Council Meeting, January 2023. © Mohamed bin Zayed Species Conservation Fund

► Members of Council

President
Treasurer
Chairs of the Commissions
28 Councillors elected from the Regions
Indigenous Councillor (appointed)
Councillor from the State in which IUCN has its seat (Switzerland)



IUCN President Razan Al Mubarak. © Mohamed bin Zayed Species Conservation Fund

► 2022 Highlights

- Following the election of Councillors at the 2021 World Conservation Congress, Council established the [Climate Crisis Commission](#) (CCC) as requested by [2021 Congress Resolution 110](#), and adopted its Terms of Reference.
- The Council [established](#) the Intersessional Council Working Group and kick-started the development of the 20-year Strategic Vision for IUCN on which Members will be consulted in 2023.
- By approving its [Terms of Reference and Process](#), the Council [launched](#) the development of an IUCN policy on synthetic biology in relation to nature conservation following a request from the 2021 Congress.
- The Council endorsed proposals from the Advisory Group for the review of the Statutes established by [2021 Congress Resolution 148](#) to turn the IUCN World Conservation Congress henceforth into a hybrid event and make the supreme governance of IUCN more agile.
- As part of its oversight role, the Council [provided](#) direction for the development of a strategy for knowledge products and knowledge management that recognises the role of the IUCN Commissions in the development of knowledge products.

02

2022 CONVENINGS & NETWORKING



IUCN Leaders Forum

Leadership for a nature-positive future

The first [IUCN Leaders Forum](#), held in Jeju, Republic of Korea in October 2022, highlighted the urgent need for a global transition to a nature-positive economy. Organised in collaboration with the Korean Ministry of Environment and Jeju Self-Governing Province, the Forum brought together leaders and changemakers from government, civil society, Indigenous peoples' organisations, business and finance.

► New initiatives

At the Forum, IUCN proposed a [Nature-Positive Approach](#) to provide a pathway for organisations to become nature-positive. IUCN defines this as halting and reversing the loss of nature measured from its current status, reducing future negative impacts alongside restoring and renewing nature, to put both living and non-living nature measurably on the path to recovery.

The Union's new [Contributions for Nature Platform](#) was presented, an online tool that measures the potential contribution of specific actions in specific places towards global biodiversity and climate goals. IUCN, in partnership with Jeju Self-Governing Province, also launched the [Nature Province Partnership](#), a new network of regional authorities to support the nature conservation efforts of IUCN Members at this intermediate level of government.

“**We can build nature-positive economies and societies; and this is how we will advance a new paradigm for our thriving, collective future and its species.**”

Ban Ki-moon, 8th Secretary-General of the United Nations, speaking at the IUCN Leaders Forum in Jeju

► Recommendations

IUCN developed a set of concrete [recommendations based on the conclusions of the Leaders Forum](#). These included the need for governments to phase out environmentally harmful subsidies, a call for the inclusion of specific references to nature-positive – and related financial flows – in the Global Biodiversity Framework, and improvements in the quality and quantity of protected areas. The recommendations emphasise the role and rights of Indigenous peoples and local communities in achieving nature-positive economies, as well as the need for greater transparency and accountability with respect to supply chains and food systems.



▼
IUCN President Razan Al Mubarak and Lucy Mullenkei, Executive Director of the Indigenous Information Network. © IUCN



▼
IUCN Director General Dr Bruno Oberle and Young Hun Oh, Governor of Jeju Self-Governing Province at the closing ceremony of the IUCN Leaders Forum Jeju 2022. © IUCN

50+ | COUNTRIES
REPRESENTED IN JEJU

350+ | JEJU
PARTICIPANTS
ONSITE

Africa and Asia Parks Congresses

► Major mobilisations for protected areas in Africa and Asia

In 2022, IUCN – including the World Commission on Protected Areas (WCPA) and IUCN Members – and host country partners convened two major regional congresses on protected and conserved areas. The [2nd Asia Parks Congress](#) was held in Malaysia in May; and the inaugural [IUCN Africa Protected Areas Congress \(APAC\)](#) took place in Rwanda in July. These well-attended events were significant milestones for setting regional priorities for the next decade and for fostering commitment and collaboration.

Both congresses were highly inclusive, with active participation from Indigenous peoples and local communities alongside representatives of government agencies, NGOs, international organisations, youth, academia and the private sector.



▼ Nyaradzho Auxillia Hoto (IAPF Akashinga Ranger Team, Zimbabwe) receives the 2022 IUCN WCPA International Ranger Award. © IUCN

► IUCN Africa Protected Areas Congress

This was the first continent-wide gathering of African leaders, citizens and interest groups to discuss the role of protected areas in conserving nature, convened jointly by IUCN and two of its Members – the government of Rwanda and the African Wildlife Foundation – with strong support from WCPA. Discussions centred on safeguarding the continent’s iconic wildlife, delivering vital life-supporting ecosystem services, and promoting sustainable development while conserving Africa’s cultural heritage and traditions.

The Congress closed with the adoption, by 2,400 participants from across Africa and beyond, of the [Kigali Call to Action](#). This identifies priority actions to strengthen protected areas in a just, equitable and fair manner. They include reinforcing the rights of Indigenous peoples and local communities and securing greater public and private financial investment in nature conservation and protected areas. The document also calls for enhanced Pan-African collaboration, cooperation and partnership for protected and conserved area systems throughout the continent.



▼ Coordinator of the Association of Peul Women and Autochthonous Peoples of Chad, Hindou Oumarou Ibrahim speaks on a panel of female conservation leaders in Africa. © IUCN

AFRICA PROTECTED AREAS CONGRESS
2,400+ | PARTICIPANTS
FROM 80 COUNTRIES

► 2nd Asia Parks Congress

Jointly convened by Sabah Parks, Malaysia and IUCN, the 2nd Asia Parks Congress identified the most important actions needed in the next decade to strengthen systems of protected and conserved areas across Asia. The Congress attracted 1,200 participants from across Asia and beyond.

The delegates agreed on the [Kota Kinabalu Declaration](#), a powerful statement that calls on Asian and global leaders to negotiate strong global targets for protected and conserved areas. These should be implemented with sufficient financial resources to ensure fair and effective results for people and nature. The Declaration focused in particular on the roles of Indigenous peoples and some local communities as customary owners, and custodians, of biodiversity and socio-ecological well-being. It recognises the importance of the full, effective and meaningful participation of Indigenous peoples and local communities in policy-making arenas that have the potential to impact on their collective and individual rights, and on their lands, territories and resources.

WCPA commits to supporting follow-up actions on the congress priorities including additional emphasis and stronger work programmes on urban parks, ecosystem restoration, and the nexus between biodiversity conservation, climate and human health.



▼
Dr Madhu Rao, Chair of the IUCN World Commission on Protected Areas, YB Datuk Jafri Hj Ariffin, Minister of Tourism, Culture and Environment for Sabah, YB Datuk Jeffrey Kitingan, Deputy Chief Minister of Sabah, and Dr Grethel Aguilar, IUCN Deputy Director General for Regions and Outposted Offices, attend the Opening Ceremony of the 2nd Asia Parks Congress, in Sabah, Malaysia, 25 May 2022. © 2nd Asia Parks Congress

ASIA PARKS CONGRESS
1,200+ | PARTICIPANTS
FROM 49 COUNTRIES

“The Congress was unique in that it convened voices from Indigenous peoples as well as youth, and acknowledged the need to go beyond business as usual to strengthen parks for biodiversity conservation and for human well-being.

Dr Madhu Rao, Chair of the IUCN World Commission on Protected Areas, speaking at the Asia Parks Congress

Oslo International Environmental Law Conference

► Embracing the transformative power of law in Oslo

Convened by the IUCN World Commission on Environmental Law (WCEL) and the University of Oslo, the [2022 Oslo International Environmental Law Conference](#) brought together 377 in-person participants and over 400 online participants to engage in a broad exchange about the role of law and the role and responsibilities of the legal profession in bringing about change.

The conference coincided with a notable year of anniversaries for international environmental law: 50 years after the Stockholm Declaration that led to the creation of the UN Environment Programme, 40 after the adoption of the UN Convention on the Law of the Sea, and 30 after the Rio Declaration on Environment and Development and the Rio Conventions. Building on these foundations, the event at the University of Oslo focused on the *Transformative Power of Law: Addressing Global Environmental Challenges*.

It was [a fruitful gathering](#), not only in identifying emerging global environmental problems and legal challenges but also in discussing how the law can be shaped to address those issues. Topics addressed included the meaning and implementation of the environmental rule of law; legal tools to protect ecosystems; new thinking around rights, including human rights to a clean and healthy environment and the concept of Rights of Nature; developments in international environmental treaty-making; and the regulation of financial and development institutions.

“**We need to innovate in environmental law, we need to prioritise an approach that puts the environment at the centre of the law and imposes a duty on humans to make choices consistent with ecological integrity and planetary boundaries.**”

Inger Andersen, Under-Secretary-General of the United Nations and Executive Director of the UN Environment Programme



Participants of the 2022 Oslo International Environmental Law Conference. © Sean Southey

03

INTERNATIONAL POLICY ADVOCACY



A strong and trusted voice for nature

IUCN achieved significant successes in international policy for nature, working with stakeholders across geographies and sectors to secure the future for life on Earth.

The Director General, President and other members of the wider IUCN leadership team participated as keynote speakers, panellists and expert contributors across several important international gatherings addressing important topics such as the United Nations Sustainable Development Goals (SDGs), climate change, marine biodiversity and international environmental law.

► United Nations and the Sustainable Development Goals

UN Environment Assembly 5.2

Nairobi, Kenya – February/March

IUCN [strongly supported](#) the adoption of resolution 5/5 *Nature-based Solutions for supporting sustainable development*, in which leaders decided on a multilaterally agreed definition of NbS largely based on that adopted by IUCN Members in 2016; as well as resolution 5/14 *End plastic pollution: Towards an international legally binding instrument*, which expands on an IUCN Resolution from the World Conservation Congress 2021 on the global plastic pollution crisis.

Stockholm + 50

Stockholm, Sweden – June

At a special event to mark the 50th anniversary of the declaration that led to the creation of the UN Environment Programme, [IUCN's call for urgent, bold efforts](#) towards a truly sustainable global economy contributed to the strong recommendations that emerged for accelerating action towards a healthy planet for the prosperity of all.

High-Level Political Forum on Sustainable Development

New York, USA – July

With IUCN being an official custodian agency for five indicators for SDGs 14 (life below water) and 15 (life on land), its Director General joined the panel conducting an in-depth review of SDG 15 and [described the most critical focus areas for its implementation](#). He emphasised links with critical elements that would need to be included in the then post-2020 global biodiversity framework.

UN General Assembly

New York, USA – September



UN General Assembly. © IUCN / David O'Connor

IUCN co-sponsored several engagements on the margins of the UN General Assembly including [Scaling Finance for Nature](#) and [Countdown to COP15](#), in which the IUCN President joined a high-level panel on conserving, restoring and sustainably using nature.

► Marine biodiversity policy

UN Ocean Conference

Lisbon, Portugal – June/July

[IUCN was actively engaged](#) in the conference, with a seat on the Advisory Committee, and provided inputs to the Lisbon Declaration – many of which were taken up – and the eight interactive dialogues that focused on supporting the implementation of SDG 14. Outcomes included the West Indian Ocean region’s commitment to the 30x30 goals in marine areas and several statements calling for a deep-sea mining moratorium, echoing IUCN’s Resolution 122 from the last World Conservation Congress.

Intergovernmental Conference (IGC) on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ)

New York, USA – March and August

IUCN contributions included briefings for negotiators and detailed textual proposals to address the key elements of the proposed treaty. The IUCN World Commission on Environmental Law and World Commission on Protected Areas were also active at both sessions of the Conference. Following [significant progress in 2022](#), IUCN will continue to support the final push for a treaty in 2023.



© pexels.com / Tom Fisk

► Rio Conventions

UN Convention to Combat Desertification COP15

Abidjan, Côte d’Ivoire – May

As the first COP since IUCN launched the Global Standard for Nature-based Solutions, this was an opportunity for IUCN to strongly encourage Parties to endorse the definition and adopt NbS interventions to restore land. A COP decision on strengthening relationships with other multilateral environmental agreements explicitly cited the importance of implementing NbS.

UN Framework Convention on Climate Change COP27

Sharm el-Sheikh, Egypt – November



IUCN Director General Dr Bruno Oberle at COP27. © IISD/ENB / Mike Muzurakis

IUCN was [strongly engaged at UNFCCC COP27](#). A key priority was to secure greater recognition for the critical role that Nature-based Solutions can play in addressing the interlinked climate and biodiversity crises. This was fully achieved with the COP27 Implementation Plan, for the first time explicitly encouraging governments to consider NbS for their climate mitigation and adaptation actions. COP27 also witnessed the successful launch of the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) initiative by Egyptian COP27 Presidency together with Germany and IUCN, to provide a more integrated global approach to NbS. Other new IUCN initiatives at COP27 included the launch of the Mangrove Breakthrough in collaboration with the Global Mangrove Alliance and the High-Level Climate Champions.

UN Convention on Biological Diversity COP15

Montreal, Canada – December



▼ Sonia Peña Moreno, Director of IUCN's International Policy Centre, delivering IUCN's statement at the stocktaking plenary at the Convention on Biological Diversity COP15. © IISD/ENB / Mike Muzurakis

Bringing a strong delegation to CBD COP15, IUCN partnered with other organisations to host the Nature Positive Pavilion, which held over 100 events with the goal of engaging and building convergence in support of an ambitious Global Biodiversity Framework (GBF). IUCN followed negotiations on this and other COP agenda items, actively engaging with Parties to relay its main messages. While the main outcome – the Kunming-Montreal Global Biodiversity Framework – does not go as far as IUCN wanted, it takes many steps in the right direction, [as highlighted in the Union's post-event statement](#). The Monitoring Framework of the GBF, and in particular its headline indicators, is also a substantial success for IUCN, with numerous indicators derived from IUCN data.



▼ IUCN delegation at the Convention on Biological Diversity COP15. © IUCN / Matthias Fiechter

► Other multilateral environmental agreements and processes

Ramsar Convention COP14

Geneva, Switzerland and Wuhan, China – November

As an International Organisation Partner (IOP), IUCN has the opportunity to contribute at all levels to [shaping the development and progress of the Ramsar Convention](#). The COP14 delegation advised Parties and influenced a range of resolutions, including on recognising the potential of wetlands as a Nature-based Solution for climate mitigation and adaptation. IUCN co-led an IOP side event on the importance of collaborating to protect and conserve Ramsar sites, and the IUCN Commission on Ecosystem Management launched the book *Wetlands and People at Risk*.

Convention on International Trade in Endangered Species of Wild Fauna and Flora COP19

Panama City, Panama – November

[IUCN analyses of proposals](#) to amend the CITES appendices, conducted jointly with TRAFFIC, the Wildlife Trade Monitoring Network, were specifically mentioned by several Parties during discussions and most of the adopted decisions aligned with the conclusions of the analyses. A total of 52 proposals were considered, affecting more than 400 species; the majority were adopted.

Intergovernmental Negotiating Committee (INC) for the Development of an International Legally Binding Instrument on Plastic Pollution, Including in the Marine Environment

Punta del Este, Uruguay – November/December

IUCN's delegation for this first meeting of the INC engaged in the context of the two Resolutions concerning plastic pollution adopted at the World Conservation Congress in Marseille. The Union's [principal contributions](#) included a position paper and five legal briefs for negotiators, the latter developed by the World Commission on Environmental Law. The moderation of roundtables at the multi-stakeholder forum provided an opportunity to engage with governments and civil society to better understand their positions.

Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES 9)

Bonn, Germany – July

IUCN's [inputs](#) to the ninth session of the IPBES Plenary (IPBES 9) were substantive. In particular, IUCN secured the inclusion of information based on IUCN standards and other inputs in the thematic assessment of the sustainable use of wild species.

04

SCIENTIFIC KNOWLEDGE & PUBLICATIONS



Publications

In 2022, IUCN registered around 1.75 million document downloads from the IUCN Library System.

There were **13 new IUCN ISBN publications** and **13 translations of IUCN ISBN publications** in 2022. **Fourteen** of these 26 publications were developed with IUCN Members or Commissions.

► IUCN ISBN publications released in 2022 with most online attention



Situation analysis on the roles and risks of wildlife in the emergence of human infectious diseases

Commissions involved



Selecting species and populations for monitoring of genetic diversity

Commissions involved

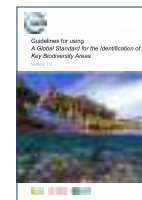


A solution package for plastic pollution – from measurement to action Insights from Eastern and Southern Africa, Southeast Asia, and the Mediterranean



Wildlife and power lines

Guidelines for preventing and mitigating wildlife mortality associated with electricity distribution networks



Guidelines for using A Global Standard for the Identification of Key Biodiversity Areas

Version 1.2

Commissions involved



These Altmetric Attention Scores were captured on 31 January 2023. The live Altmetric Attention Score for these publications may fluctuate, and the most up-to-date data is available on the publication page.

► Top 5 IUCN ISBN publications downloaded in 2022



Primary Microplastics in the Oceans
A Global Evaluation of Sources

28,312 downloads



IUCN Global Standard for Nature-based Solutions
First edition

17,123 downloads



Guidelines for Applying Protected Area Management Categories

Including IUCN WCPA best practice guidance on recognising protected areas and assigning management categories and governance types

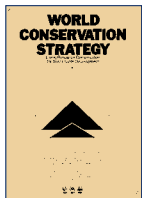
20,041 downloads



Approaches to sustainable agriculture

Exploring the pathways towards the future of farming

14,484 downloads



World conservation strategy

Living resource conservation for sustainable development

17,924 downloads

IUCN PUBLICATIONS REACHED

12,841 | ONLINE MENTIONS



4,744

MENTIONS ON TWITTER



5,372

MENTIONS ON WIKIPEDIA



538

MENTIONS IN NEWS OUTLETS

© IUCN

Knowledge products based on IUCN Standards

Using IUCN Standards to generate global scale datasets to help identify and address the most pressing nature conservation challenges

► IUCN Red List of Threatened Species™



The [IUCN Red List](#) is the world's most trusted information source on global species biodiversity and the gold standard for identifying threatened species. Produced with the active participation and support of the Red List Partnership, it includes the Green Status of Species tool, which assesses the recovery of species populations, measuring conservation success.

2022 HIGHLIGHTS

- 8,056 new species added to the Red List, for a total of 150,388
- 11 Green Status species added, for a total of 37
- Publication of the [first continent-wide assessment of hoverflies](#) in Europe

Partnership between IUCN SSC, IUCN Secretariat, and several IUCN Members and partners: [New Mexico BioPark Society](#), [BirdLife International](#), [Botanic Gardens Conservation International](#), [Center for Biodiversity Outcomes](#), [Arizona State University](#), [Conservation International](#), [Re:wild](#), [NatureServe](#), [Missouri Botanical Gardens](#), [Royal Botanic Gardens, Kew](#), [Department of Biology and Biotechnologies, Sapienza University of Rome](#), [Senckenberg Society for Nature Research](#), [Texas A&M University](#), and [The Zoological Society of London](#).



► IUCN Red List of Ecosystems



The [IUCN Red List of Ecosystems](#), supported through the IUCN RLE Partnership, is a tool to assess the conservation status of ecosystems. It is based on scientific criteria for performing evidence-based analyses of the risk of ecosystem collapse. It builds on the IUCN Global Ecosystem Typology for classifying and mapping all Earth's ecosystems.

2022 HIGHLIGHTS

- Red List of Ecosystems listed as a headline indicator for monitoring Goal A of the Global Biodiversity Framework agreed at COP15
- Publication of the [IUCN Global Ecosystem Typology](#) for classifying and mapping all Earth's ecosystems, closing a major gap in our ability to measure the state of nature
- 950,750 km² of the world's ecosystems re-assessed in 2022

The RLE Partnership is comprised of IUCN CEM, IUCN Secretariat, [University of New South Wales](#), [Deakin University](#), [Arizona State University](#), [Provita](#), [Wildlife Conservation Society](#), [Coastal Oceans Research and Development – Indian Ocean \(Cordio\)](#) East Africa, and [Conservación Internacional Colombia](#).



Red List of Ecosystems thematic group

► IUCN Global Invasive Species Database

The [Global Invasive Species Database](#) (GISD) incorporates impact assessments conducted using the IUCN Standard for classifying the impact of alien species on the environment, EICAT (Environmental Impact Classification of Alien Taxa).

2022 HIGHLIGHTS

- EICAT assessments for 314 invasive alien species submitted for approval
- 113 of these approved and published on the GISD, which now covers over 1,000 invasive species
- EICAT used for papers published on the [impacts of rabbits and hares as alien species](#) and of [acacias introduced to South Africa](#)

GISD is managed by the ISSG of the IUCN Species Survival Commission. Until 2014, the GISD was hosted by the [University of Auckland](#), New Zealand. The GISD has been redesigned with support from the [Abu Dhabi Environment Agency](#), the [Italian Ministry of Environment and ISPRA – the Institute for Environmental Protection and Research](#), Italy.



Invasive Species Specialist Group (ISSG)

► World Database of Key Biodiversity Areas



IUCN publishes the global standard for identifying [Key Biodiversity Areas](#) (KBAs), the most important places in the world for species and their habitats. IUCN co-hosts the KBA Secretariat with BirdLife International and is one of 13 global conservation organisations in the KBA Partnership.

2022 HIGHLIGHTS

- Launch, by BirdLife International and the KBA Partnership, of the [World Database of Key Biodiversity Areas](#) with instructional videos on the [KBA YouTube channel](#)
- 114 assessments for new (24) or existing KBAs in 21 different countries, bringing the total to 16,336, available on the [KBA Data dashboard](#)
- [Online training on KBA identification](#) launched in English, French, Spanish and Portuguese

The KBA Partnership includes [IUCN](#), [BirdLife International](#), [Conservation International](#), [Wildlife Conservation Society](#), [American Bird Conservancy](#), [Amphibian Survival Alliance](#), [Critical Ecosystem Partnership Fund](#), [Global Environment Facility](#), [NatureServe](#), [Rainforest Trust](#), [Re:wild](#), [World Wildlife Fund](#), [RSPB](#)



► Protected Planet



The [Protected Planet](#) initiative, from IUCN and managed by UNEP-WCMC, provides key resources to help understand

the current state of protected and conserved areas globally. It encompasses the World Database on Protected Areas (WDPA) and other associated databases and indicators.

2022 HIGHLIGHTS

- A total of 142,799 records updated or verified in the databases, representing 50% of the total
- Publication of [Conserving our sea of islands: the state of protected and conserved areas in Oceania](#), with the WDPA as a central source
- Protected Planet databases cited as sources for monitoring indicators for the Global Biodiversity Framework agreed at COP15

Protected Planet is a joint project between [UN Environment Programme](#) and [IUCN](#). The compilation and management of the databases is carried out by [UN Environment Programme World Conservation Monitoring Centre \(UNEP-WCMC\)](#), in collaboration with governments, non-governmental organisations, academia and industry.



© pixabay.com / Kerstin Riemer ◀



Other IUCN Standards



► Global Standard for Nature-based Solutions™

The [Global Standard for Nature-based Solutions™](#) sets a common basis of understanding for NbS and contributes to transformational changes by supporting the development of policy and improving practice. It is intended for use by anyone working on the verification, design and scaling up of NbS.

2022 HIGHLIGHTS

- 729 new users added to the Standard's user group, for a total of 2,021
- Adoption of a definition of NbS at the fifth session of the United Nations Environment Assembly (UNEA-5), based on IUCN's definition
- Launch of the Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT) Partnership at COP27

The IUCN Global Standard for Nature-based Solutions is developed in joint collaboration with the IUCN Secretariat and the IUCN Commissions, in particular the Commission on Ecosystem Management (CEM).



© pixabay.com / Sasin Tipchai

► Green List of Protected and Conserved Areas Standard



The [IUCN Green List of Protected and Conserved Areas Standard](#) is the global standard for effective area-based conservation. It provides governments and site managers with a framework for assessing and improving the conservation status of their protected areas, and a way to publicly demonstrate their commitment to conservation and sustainable development.

2022 HIGHLIGHTS

- [16 new protected and conserved areas](#) provisionally listed in five countries (China, France, Mexico, Peru, Zambia) and pending the establishment and deliberation of the new Green List Panel to achieve certification. There are currently 77 certified sites worldwide, with more than 700 more candidate areas working to implement and achieve the Standard.
- The IUCN Green List formally recognised by the Convention on Biological Diversity's (CBD) new Global Biodiversity Framework
- Creation of new strategic partnerships with ESRI and the High Ambition Coalition for Nature and People, as well as a new engagement from the Gordon and Betty Moore Foundation to support the global development of the IUCN Green List

The Green List of Protected and Conserved Areas Standard is owned by IUCN. IUCN's World Commission on Protected Areas (WCPA) appoints the Green List Committee, which oversees the review and maintenance of the IUCN Green List Standard.



Decision-support tools and platforms

IUCN hosts or supports a range of other tools providing access to valuable global datasets.

► IUCN Contributions for Nature Platform



Mandated by the IUCN Nature 2030 Programme, the [Contributions for Nature Platform](#) allows all IUCN constituents – Members, National and Regional Committees, Commission members and the Secretariat – to document conservation and restoration actions over the decade 2021–2030. This documentation is used to measure potential contributions towards global goals for biodiversity, specifically extinction risk reduction and climate change mitigation.

2022 HIGHLIGHTS

- Platform launched in October at the IUCN Leaders Forum in Jeju, Republic of Korea
- By the end of the year, over 4,000 contributions received from more than 100 constituents

► PANORAMA – Solutions for a Healthy Planet



[PANORAMA](#) is a global knowledge exchange initiative that provides an open, neutral platform to document and promote examples of inspiring, replicable solutions across a range of conservation and sustainable development topics. PANORAMA promotes solutions across different themes through dedicated communities, each coordinated by one or several partner organisations.

2022 HIGHLIGHTS

- Two new communities launched: PANORAMA One Health and PANORAMA Mitigation
- 179 new solution case studies published across the entire platform
- Six new compilations published under the [Solutions in Focus](#) series, covering topics such as sustainable tourism, zoonotic disease and technology for nature conservation

Secretariat-led with the support of partners, including [GIZ](#), [UNEP](#), [GRID-Arendal](#), [Rare](#), [World Bank](#), [UNDP](#), [ICROM](#), [IFOAM Organics International](#), [ICOMOS](#), [EcoHealth Alliance](#), [OCTO](#). Supported by funding from Germany's [BMUV](#), Norway's [Ministry of Climate and Environment](#), and the [Global Environment Facility](#).

► Integrated Biodiversity Assessment Tool (IBAT)



IUCN is part of the [IBAT Alliance](#), whose website offers a 'one-stop shop' data search service for those seeking authoritative global biodiversity information. Licensees can use its web-based mapping and reporting tool to access datasets including the IUCN Red List of Threatened Species™, World Database on Protected Areas and World Database of Key Biodiversity Areas.

2022 HIGHLIGHTS

- Roll out of the [Species Threat Abatement and Restoration \(STAR\)](#) metric that measures the contribution investments can make to reducing species' extinction risk; around 1,500 STAR reports downloaded
- The reach of IBAT extended through a new partnership with ESG data provider and consultancy FairSupply

The IBAT Alliance includes [IUCN](#), [BirdLife International](#), [Conservation International](#), and [UN Environment Programme World Conservation Monitoring Centre \(UNEP-WCMC\)](#).

► Restoration Barometer



The [IUCN Restoration Barometer](#) is a tool to track the progress of restoration targets across all terrestrial ecosystems, including coastal and inland waters. Based on the core principles of flexibility and inclusivity, it is currently the only such tool used by national and sub-national governments.

2022 HIGHLIGHTS

- Data submitted by 22 countries; for the 18 countries whose data is already validated, a total of more than 14 million hectares of land under restoration
- The flagship Restoration Barometer report launched, demonstrating the progress that reporting countries are making on their restoration targets

Secretariat-led with the support of Germany's [Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection \(BMUV\)](#).

05

PROGRAMME PORTFOLIO

O V E R V I E W



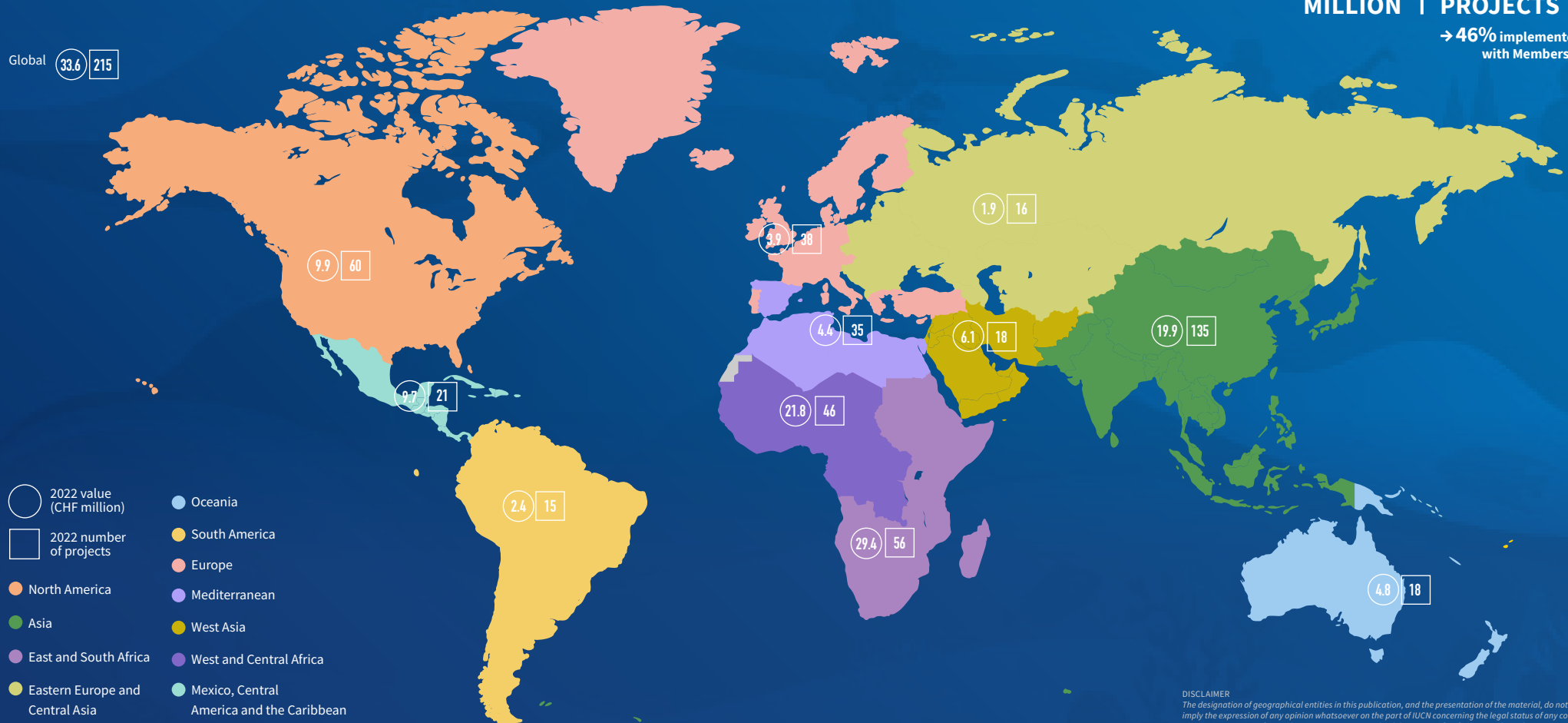
IUCN's Programme Portfolio

PORTFOLIO VALUE AT END OF 2022

CHF **906.9** MILLION | CHF **265.6** MILLION | **556**
 in 166 Countries | in Least Developed Countries | PROJECTS

2022 VALUE

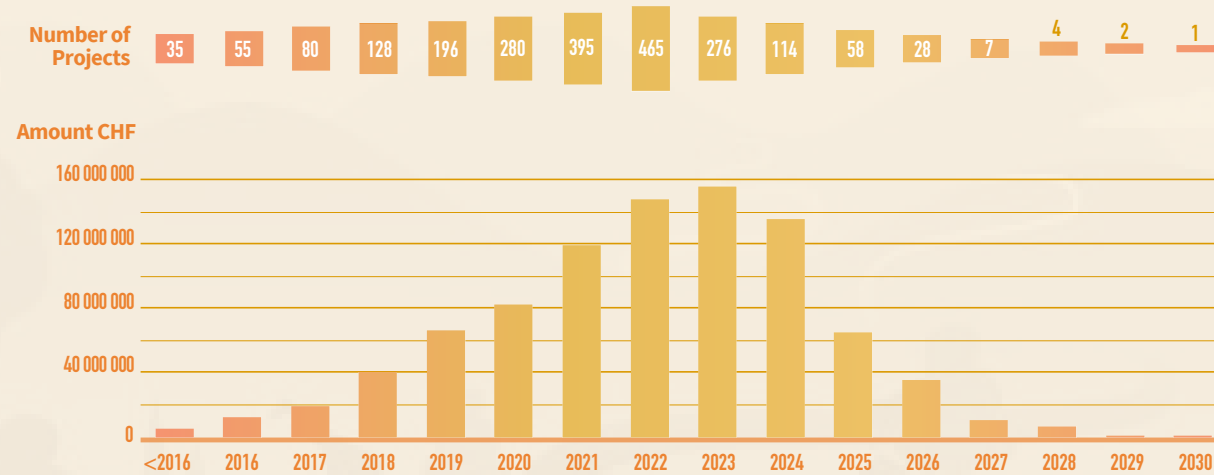
CHF **147.9** | **465**
 MILLION | PROJECTS
 → 46% implemented with Members



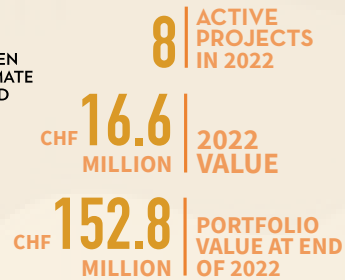
- 2022 value (CHF million)
- 2022 number of projects
- Oceania
- South America
- Europe
- North America
- Mediterranean
- West Asia
- Asia
- East and South Africa
- West and Central Africa
- Eastern Europe and Central Asia
- Mexico, Central America and the Caribbean

DISCLAIMER
 The designation of geographical entities in this publication, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

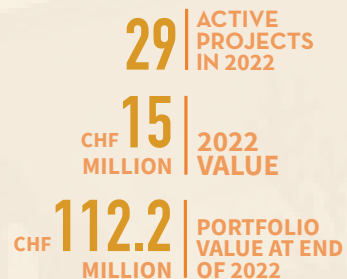
► Portfolio annual distribution



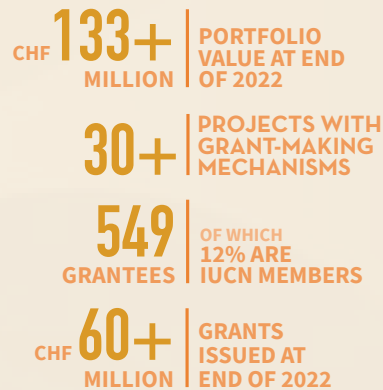
GREEN CLIMATE FUND (GCF)



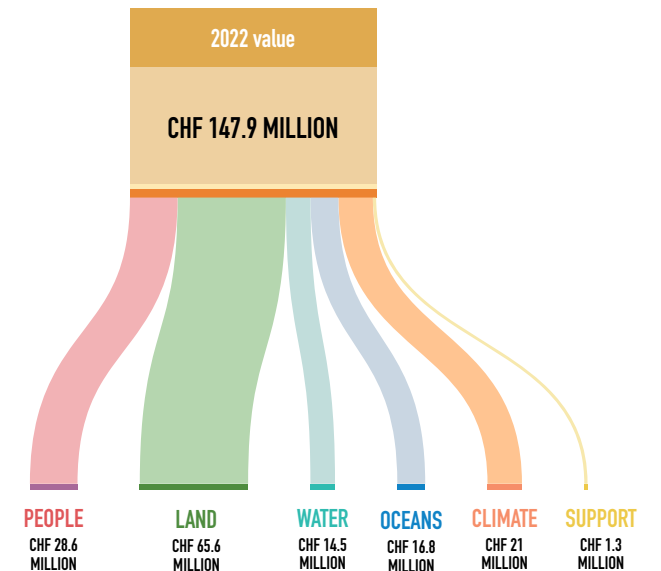
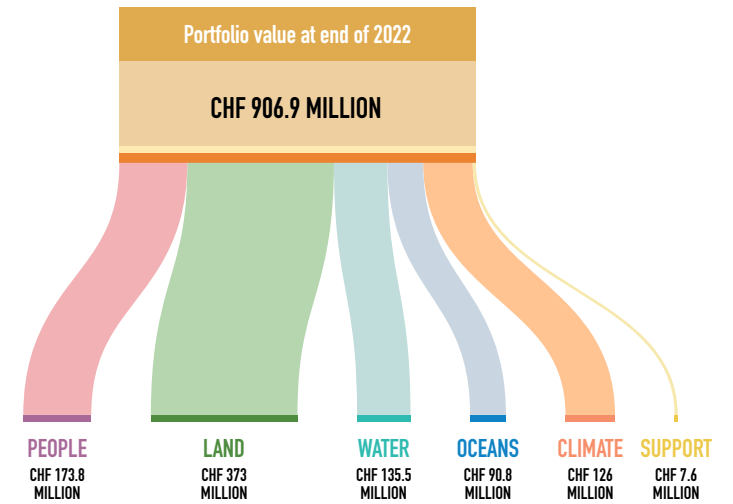
GLOBAL ENVIRONMENT FACILITY (GEF)



GRANT MAKING



► Distribution by Programme Area



PROGRAMME PORTFOLIO PEOPLE

Contributing to



Impact Targets



Fully realised rights, roles, obligations and responsibilities for just and inclusive conservation and sustainable use of nature



Equitable and effective governance of natural resources at all levels to benefit people and nature



Enhanced realisation and enforcement of the environmental rule of law

© UNES / Andrea Padilla

Highlights

▶ Restoring nature and livelihoods on the Rio Doce

The [Rio Doce Panel](#) completed its five-year mandate in 2022. It was convened and managed by IUCN following the 2015 collapse of a tailings dam at a mining site in Brazil, which resulted in 19 deaths and severe environmental, economic and social damage along 670 km of the Rio Doce.

The role of the Panel was to produce technical and scientific recommendations to the Renova Foundation, responsible for the restoration of the Rio Doce Basin. The goal was to ensure that the people who had depended on the river for their livelihood could do so once again, and in better conditions than before. Composed of independent experts, the Panel's recommendations concerned long-term ecosystem health, resilience and the promotion of sustainable social and economic development.



3 October 2018, Renova Foundation | Expedition Caminho da Reparação. Aerial view of the mouth of the Rio Doce. © NITRO Histórias Visuais

CHF **173.8** | PORTFOLIO
MILLION | VALUE AT
END OF 2022

CHF **28.6** | 2022
MILLION | VALUE

“What I value most about this process is how it demonstrates the credibility that IUCN has: it was called upon to create an independent panel of scientists and request that they work for a five-year period. Having that level of trust, including from the mining sector that was the partner in this effort to recover the quality of life of people and the river ecosystem, means that the institution itself – IUCN – is credible worldwide.”

Yolanda Kakabadse, Chair of the Rio Doce Panel, former Minister of the Environment of Ecuador and former President of IUCN

► Embracing people-centred conservation

In 2022, several newly launched projects emphasised IUCN's commitment to advance inclusive conservation that places Indigenous peoples, local communities, and women and girls at the centre. The Inclusive Conservation Initiative (ICI) was officially introduced at both the climate COP in Sharm el-Sheikh and the biodiversity COP in Montreal. ICI aims to enhance the efforts of Indigenous peoples and local communities (IPLCs) to steward land, water and natural resources to deliver global biodiversity benefits for all. Supported by the Global Environment Facility, it is the first pilot of its kind, designed to adapt environmental financing mechanisms to increase funding to IPLCs, making it a significant milestone for conservation funding. The Initiative is implemented by IUCN and Conservation International.

Indigenous women are recognised as crucial knowledge holders, transmitters and important stewards of nature, yet they are often those who receive the least direct support in initiatives, at all scales. IUCN collaborated with its Indigenous Peoples' Organisation Members to directly address this, through a new phase of the [Indigenous Insights – Stewarding the Earth](#) campaign. Launched at COP27 in



▼ Neema Lekule of the Ujamma Community Resource Team (Tanzania) speaks at a COP27 event on gender and climate action. She sits alongside Sara Bo Che of Tikonel (Guatemala). Neema, Sara and Aisatou Musa (not pictured) participated at COP27 under a mentorship programme for emerging and youth Indigenous women leaders at the climate conference called [Indigenous Insights – Stewarding the Earth](#). © IUCN / Matthias Fiechter

Sharm el-Sheikh, IUCN Indigenous Peoples' Organisation Members selected three emerging Indigenous women leaders, who received mentorship support from established Indigenous women leaders and IUCN to navigate global climate policy negotiations and advocacy engagements at COP27.

In July 2022, the government of Pakistan [launched its first Climate Change Gender Action Plan \(ccGAP\)](#), with support from IUCN. Notably, it was the first such ccGAP to benefit from financial support from the Green Climate Fund. It provides the country with a new roadmap to incorporate gender equality and women's empowerment in climate change discourse and actions.

Strengthening its capacity to address gender-based violence and environmental linkages, in 2022 IUCN took over management of the [Resilient, Inclusive and Sustainable](#)

[Environments \(RISE\) grants challenge](#). A call for proposals resulted in 375 applications for funding, with five projects selected. These projects span Cambodia, Kenya, Indonesia, Mexico, the Philippines, Thailand and Zambia, and address the ways in which gender-based violence impacts the safe participation of women in community-protected areas, ecotourism, fisheries, wildlife conservancies and environmental defence.

With support from USAID, IUCN's [Regional Coastal Biodiversity Project](#) focuses on social inclusion in sites of high coastal biodiversity in Honduras, Guatemala and El Salvador. In 2022, an action plan was designed to integrate the needs and interests of women, men, youth and Indigenous peoples to reduce gender gaps, improve livelihoods and strengthen the governance of marine coastal resources.



▼ Guests attend the launch of the Climate Change Gender Action Plan. © IUCN Pakistan

PROGRAMME PORTFOLIO LAND

Contributing to



Impact Targets



Ecosystems are retained and restored, species are conserved and recovered, and KBAs are safeguarded.



Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.



Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

© Smart DESERT

Highlights

► Ensuring fair and effective approaches to protected areas

The inclusion of a protected areas target that specifically mentions the role of Indigenous peoples and local communities in the newly agreed Global Biodiversity Framework owed much to the work of IUCN and its Members. Target 3 of the Kunming-Montreal agreement reflects a Resolution previously adopted by IUCN to protect and conserve at least 30% of lands, freshwater and oceans by 2030. Importantly, it also carries forward the Resolution's emphasis on recognising and respecting the rights of Indigenous peoples.

The IUCN Green List Standard provides a critically important instrument to [ensure that such conservation is done well and equitably](#). It goes beyond simple measures of whether a given area counts towards a target, to also cover questions around who is being consulted and whose values are respected. As an example of this, one of the newest additions to the Green List is the Machiguenga Communal Reserve in Peru. It is co-managed by the National Service of Natural Areas Protected by the State (SERNANP) and the Indigenous communities in the area: Matsigenka, Ashaninka, Kaquinte and Yine-yami.

► Enhancing urban biodiversity and promoting NbS in cities

The IUCN Urban Alliance unveiled a new knowledge product for measuring the ecological performance of cities: the IUCN Urban Nature Index (UNI). Comprising a set of 30 indicator topics across six themes, the UNI is intended to help cities understand their impacts on nature, set science-based targets for improvement, and monitor progress accordingly.

Technical support was provided by experts drawn from IUCN Members and Commissions, and representatives of 26 local governments. The IUCN Secretariat has started to apply the UNI in several cities in Central America and Europe. The [release of the Making Nature's City toolkit at the COP15 meeting in Montreal](#), co-funded by IUCN and part of the IUCN Urban Toolbox, provides cities with an additional tool to help plan their development in a way that supports nature.

IUCN's office in Central America worked with four municipalities in Guatemala to support the design of new financing mechanisms that will enable the implementation of Nature-based Solutions for water. Building on previous work showing that ecosystem restoration is a cost-effective measure to improve the availability and quality of water, during 2022 [IUCN worked with the participating municipalities in the metropolitan area of Guatemala](#) to assess their capacities to move forward with ecosystem restoration schemes in 2023.

► Global endeavour to boost regenerative agriculture approaches

[Regen10](#) is an international collaboration that aims to put farmers at the heart of food system transformation so that by 2030, over 50% of the world's food can be produced in a way that benefits people, nature and climate. Initiated at COP26 in Glasgow, with IUCN as one of the founding partners, Regen10 took flight at COP27 in Sharm el-Sheikh, having secured funding from The Rockefeller Foundation and IKEA Foundation.

With a farmer-centric approach, Regen10 will gather and share evidence on the potential of regenerative food systems and connect those already using regenerative approaches, including Indigenous peoples and local communities. A new team focused on agriculture was created in the IUCN Secretariat during 2022, ensuring that initiatives such as Regen10 can take full advantage of the Union's technical and policy support.

CHF **373** MILLION | **PORTFOLIO VALUE AT END OF 2022**

CHF **65.6** MILLION | **2022 VALUE**

► On-the-ground impact for species

In 2022, IUCN continued supporting species conservation action through carefully targeted funding. Evidence of the impact of this work came with the reassessment of tigers on the IUCN Red List: while the tiger remains Endangered, the fact that numbers are stable or increasing shows that projects like the IUCN Integrated Tiger Habitat Conservation Programme (ITHCP) are succeeding and recovery is possible.

[A new phase of the ITHCP was launched in June](#), with German Development Cooperation providing an additional €12.5 million up to 2027. Species eligibility was expanded to include leopards and clouded leopards.

Red List data also fed into the launch by IUCN Save Our Species (SOS) of a second call for proposals through the [Fondation Segré Conservation Action Fund](#), focusing on scaled reptiles. Grants were available both for on-the-ground conservation action and to support research activities.

Another call for proposals in 2022 targeted sturgeons, the most threatened group of species surveyed by IUCN. Funding from La Prairie Group will see [SOS Sturgeons](#) supporting three projects over five years.

An evaluation of the SOS Lemurs initiative rated the project as being very successful, thanks to its simple grant-making procedures and accessibility to many NGOs, including small entities from civil society.

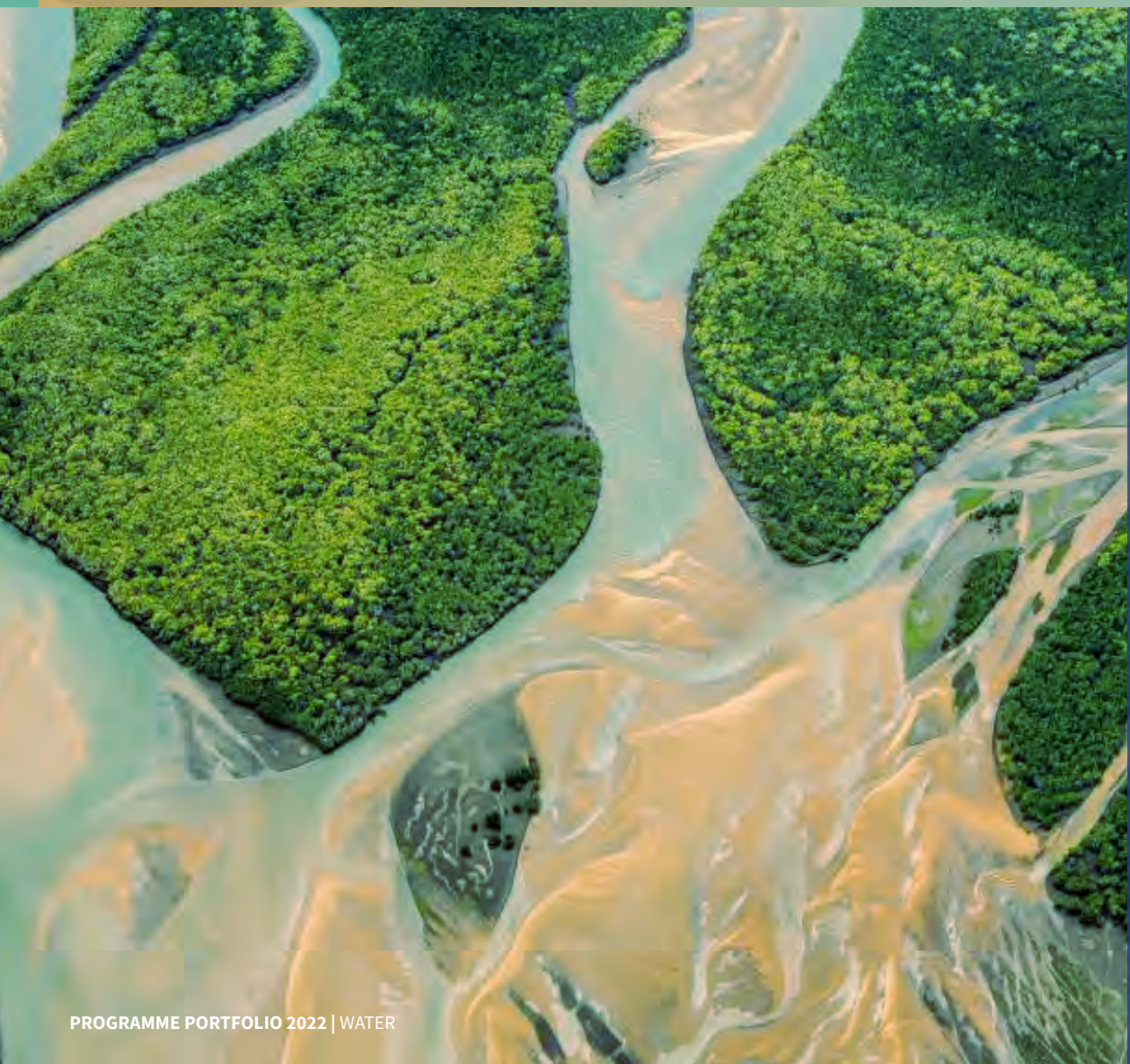
The lessons learned through IUCN SOS, with over 290 successful projects to date, are shared via regular webinars. In 2022, more than 2,000 people registered to attend webinars on managing wildlife diseases and on human-wildlife conflict.



Sumatran tiger. © Flickr / Brian McKay

PROGRAMME PORTFOLIO WATER

Contributing to



Impact Targets



The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.



Equitable access to water resources and all associated ecosystem services are secured.



Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

Mozambique delta
© Shutterstock / Toby Grayson

Highlights

► First wild river national park in Europe

IUCN has been working to support the effective protection of one of Europe's last wild free-flowing rivers. With funding from outdoor clothing company Patagonia, IUCN formed an expert group in 2022 to undertake the preparatory work that enabled the government of Albania to declare, in March 2023, [Europe's first wild river national park around the Vjosa River](#). A phased approach has seen the protection initially of the main stem of the Vjosa, along with three free-flowing tributaries and all adjacent public land.

The longer-term target is to develop a transboundary arrangement that would see the entire length of the river – known as the Aaos in Greece – and all of its free-flowing tributaries being protected in line with the IUCN Green List Standard for equitable and effective protected areas. A major step towards this target was taken at the CBD COP15 in Montreal, where the government of Greece committed to enhanced protection for the source and headwaters of the Vjosa–Aaos river system within the country's North Pindos National Park.



▼ Vjosa–Aaos River at Greek–Albanian border.
© IUCN / Ulrika Åberg

► Getting the full picture on freshwater species

Work on assessment of freshwater fishes intensified in 2022, with 2,228 species, mostly found in South America, added to the IUCN Red List of Threatened Species™. This significant progress means that 2023 will see freshwater fishes becoming the first large group of freshwater species to be comprehensively assessed on the Red List. This will open the way to large-scale analyses of these data to inform policy and management decisions.

These Red List assessments, mostly carried out by members of the IUCN Species Survival Commission, are important not only for the species themselves, but also as they feed into the definition of Key Biodiversity Areas (KBAs).

During 2022, two landmark reports examined the conservation status of freshwater species and habitats in KBAs, one in the [Sebou river basin in Morocco](#) and one in the [Douro river basin in Spain and Portugal](#). In the latter, for example, 122 species were recorded, including 11 classified as threatened with extinction.

► Fostering diplomacy-based solutions for shared water ecosystems



Launched in 2011, the BRIDGE programme – [Building River Dialogue and Governance](#) – entered its fifth phase in 2022. Directly targeting SDG 6.5.2 on transboundary water cooperation, the programme focuses on the use of diplomacy within a hydrological context between states, to help lead them towards workable solutions for sharing water. Through BRIDGE, IUCN works directly with many State Members and their agencies.

Last year's achievements included enhanced cooperation between Mozambique and Zimbabwe, in the Buzi–Pungwe–Save basins, including the establishment of a river basin organisation. 2022 also saw a new bi-national water commission begin operating, covering nine transboundary river basins in Ecuador and Peru.

Funded from the outset by the Swiss Agency for Development and Cooperation, BRIDGE has been highly effective in leveraging additional financing. The fifth phase brought the total funding to CHF 26 million, with current co-financing and leveraged investment of almost CHF 102 million.

CHF **135.5**
MILLION | **PORTFOLIO**
VALUE AT
END OF 2022

CHF **14.5**
MILLION | **2022**
VALUE

PROGRAMME PORTFOLIO OCEANS

Contributing to



Impact Targets



The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.



Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.



Ocean and coastal processes are maintained as a key foundation for planetary stability.

Mother seal with her pup in seagrass.
© Ocean Image Bank / Jeff Hester

Highlights

▶ A pivotal year for the ocean

The 2021 World Conservation Congress gave IUCN a strong mandate to act for the conservation and sustainable use of marine biodiversity beyond national jurisdiction (BBNJ). 2022 was therefore a pivotal year for high seas governance, kicking off with the One Ocean Summit in Brest, France, where IUCN was instrumental in the formation and promotion of a high ambition coalition aiming to accelerate progress towards a BBNJ treaty. Such a treaty would be a legally-binding instrument under the UN Convention on the Law of the Sea.

IUCN contributions to the fourth and fifth intergovernmental conferences on BBNJ – in March and August – were crucial, both for raising awareness and ambition around the need for a treaty and for the provision of expert technical input. IUCN's [detailed commentary on the draft treaty text](#) was widely used by state delegates as they neared agreement, drawing on the deep expertise of the Union's World Commission on Environmental Law.

In addition to the climate and biodiversity COP meetings in Sharm el-Sheikh and Montreal, June's UN Ocean Conference in Lisbon provided a further occasion where IUCN used its influence to keep high seas governance in the forefront. A multimedia story – [High Time for the High Seas](#), webinars, workshops and policy briefs all fed into this effort. With the fifth intergovernmental conference on BBNJ set to reopen in February 2023, hopes were high for the swift conclusion of the urgently needed treaty.

▶ Improving conservation of marine species

In an important step forward for the protection of sharks, for which over one-third of species are endangered, the IUCN Species Survival Commission's Shark Specialist Group developed a set of [standardised criteria for Important Shark and Ray Areas \(ISRAs\)](#). These are discrete portions of habitats, critical to shark species, that have the potential to be managed for conservation. Now that the criteria have been established, the delineation of the first sets of ISRAs will help improve conservation approaches that will benefit sharks.

The potential use of the new ISRA criteria was demonstrated through the application of the equivalent instrument for marine mammals during an IUCN workshop in Costa Rica in June 2022. The workshop resulted in the definition of 36 new Important Marine Mammal Areas (IMMAs) in the Pacific Ocean from northern Mexico to the southern tip of Chile. Living in or passing through this region are nearly half of the world's 132 marine mammal species and more than 30 of them are now included in IMMAs.



Leopard Shark, Ningaloo Reef, Australia.
© Ocean Image Bank / Lewis Burnett

CHF **90.8** | PORTFOLIO
MILLION | VALUE AT
END OF 2022

CHF **16.8** | 2022
MILLION | VALUE

► Deep seabed mining: defending the final frontier

Rising demand for metals, including those used to produce wind turbines and solar panels, has increased global pressure to permit deep seabed mining. However, building on Resolution 122 from the 2021 World Conservation Congress, IUCN continued to press for a [moratorium on marine mining](#) at depths of more than 200 m. By the end of 2022, 13 states had joined the call for a moratorium.

This momentum contributed to a positive result at the biodiversity COP in Montreal, with a decision calling for the International Seabed Authority (ISA) to better understand the risks to life in the deep sea and ensure that no harm to marine biodiversity and the environment would occur, before permitting deep seabed mining to go ahead.



Blanket octopus. © Ocean Image Bank / Mike Bartick

► Tackling plastic pollution in policy and practice

Two IUCN Resolutions from the 2021 World Conservation Congress called for strong action on plastic pollution. Since then, the Union has continued actively contributing to progress towards a global plastics treaty, notably at the first session of the [UNEP-fostered intergovernmental negotiating committee \(INC\)](#) in Uruguay at the end of 2022. In addition to bringing scientific knowledge and technical expertise to the INC process, IUCN plays a critical role in shaping international coalitions.

IUCN is also working with individual states in this context. Starting in 2023, work in five West African countries, for example, will serve to develop technical capacities to understand what is at stake and what should be the role of national governments in a global plastics treaty.

A [landmark report published in June 2022](#) outlined the lessons learned from the application of the IUCN/UNEP plastic pollution hotspotting methodology in eight case studies from Africa, the Mediterranean and Asia. Hotspotting allows governments to better understand plastic waste and leakage, as well as solutions to these problems.

2022 also saw IUCN launching two further resources to help countries tackle plastic pollution. The first is the Blueprint for reducing plastic waste on islands, providing a how-to guide on developing a national plan to reduce plastic waste and eliminate leakage. The second is the [Deplastify calculator](#) that recommends the most appropriate technologies and processes to convert, use or dispose of non-commercially recyclable plastics. Like the Blueprint, it was designed as part of a project focused on small island developing states but can be scaled for use in any country.



Juvenile fish swimming in plastic. © Ocean Image Bank / Naja Bertolt Jensen

PROGRAMME PORTFOLIO CLIMATE

Contributing to



Impact Targets



Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.



Countries scale up Nature-based Solutions to reach climate mitigation targets.



Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.

© unsplash.com / Erik Mclean

Highlights

► IUCN at the heart of climate action

In its May 2022 report, the UN's Intergovernmental Panel on Climate Change (IPCC) made clear that the climate and biodiversity crises are inextricably linked and need to be addressed jointly. With this highly significant scientific backing, IUCN continued to promote Nature-based Solutions (NbS) to address climate change, land and ecosystem degradation, and biodiversity loss. While nature suffers greatly from the effects of climate change, it also provides solutions to both limit the future impact of climate change and to help vulnerable communities and ecosystems adapt to unavoidable climate impacts.

IUCN worked with the Egyptian COP27 Presidency to launch the [ENACT \(Enhancing Nature-based Solutions for an Accelerated Climate Transformation\) initiative](#) in November 2022. Co-chaired by the German Government, ENACT aims to amplify and strengthen collaboration between existing NbS efforts and partnerships, and foster an enabling environment for NbS across the Rio Conventions. The initiative relies on IUCN's unparalleled ability to bring state and non-state actors together.

With a focus on accelerating the uptake of NbS for climate change adaptation, the FEBA (Friends of Ecosystem-based Adaptation) collaborative network, administered by IUCN, has become the gold standard for convening diverse partners for knowledge sharing and co-production. In the past year, FEBA has spearheaded work on integrating NbS into the Sphere Handbook, which guides responses to humanitarian crises, as well as working with the World Health Organization on producing health-sector guidance on climate and NbS. This epitomises IUCN's efforts to move beyond traditional partners, a necessary step to break out of 'business-as-usual' patterns.

► Championing the role of mangroves for climate action

With involvement from IUCN's Members, Commissions and Secretariat, the Global Mangrove Alliance (GMA) is an important collaboration targeting both climate change mitigation and adaptation. During 2022, its work was recognised with the award of the USD 2 million [Food Planet Prize](#) and collaboration with the UN Climate Change High-Level Champions on launching [the Mangrove Breakthrough](#). This is a science-based, measurable and achievable goal to collectively restore and protect mangroves at the scale needed to secure the future of these vital coastal forests. Long-term financing is to be ensured by achieving an investment of USD 4 billion by 2030 to conserve and revitalise these coastal ecosystems.



▼ Mangroves and coral, Kimbe Bay, Papua New Guinea. © Ocean Image Bank / Matt Curnock

► Boosting Blue Carbon projects worldwide

The Blue Carbon Accelerator Fund (BCAF) was established by Australia and IUCN as a dedicated funding scheme to help increase conservation and restoration of coastal blue carbon ecosystems, which naturally store carbon taken from the atmosphere and the ocean. The aim is to aid climate change mitigation and adaptation, and to protect both biodiversity and the livelihoods of coastal communities.

BCAF began its work in 2022, selecting four projects following a Readiness Support call. In Benin, Peru, Madagascar and the Philippines, these blue carbon projects will receive funding to help them prepare for implementation and access future private sector finance, growing the global portfolio of credible and investment-ready blue carbon projects.

CHF **126** MILLION | **PORTFOLIO VALUE AT END OF 2022**

CHF **21** MILLION | **2022 VALUE**

06

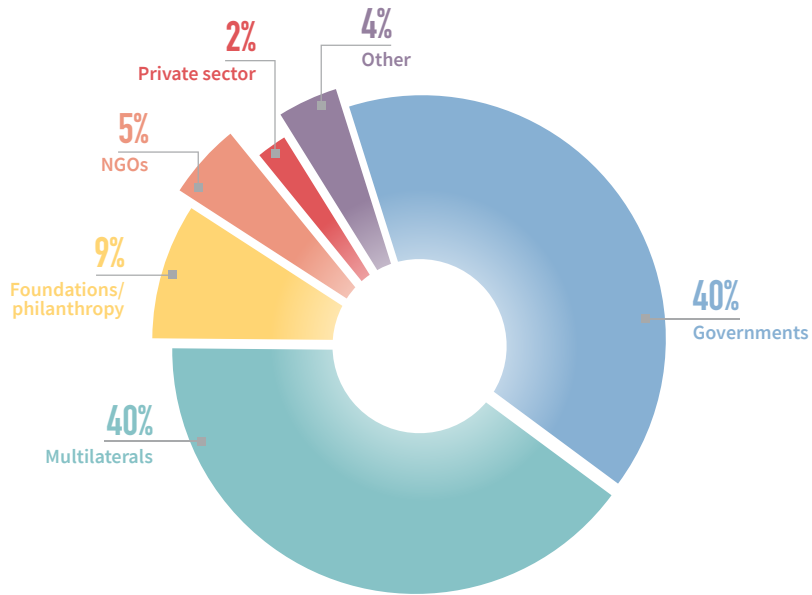
STRATEGIC PARTNERSHIPS



IUCN is grateful to its growing membership and partners, who are vital to the success of the Union's work.

IUCN receives support from a wide variety of partners, with a total income in 2022 of **CHF 176.8 million**. This includes project income, framework income, membership dues and philanthropy income.

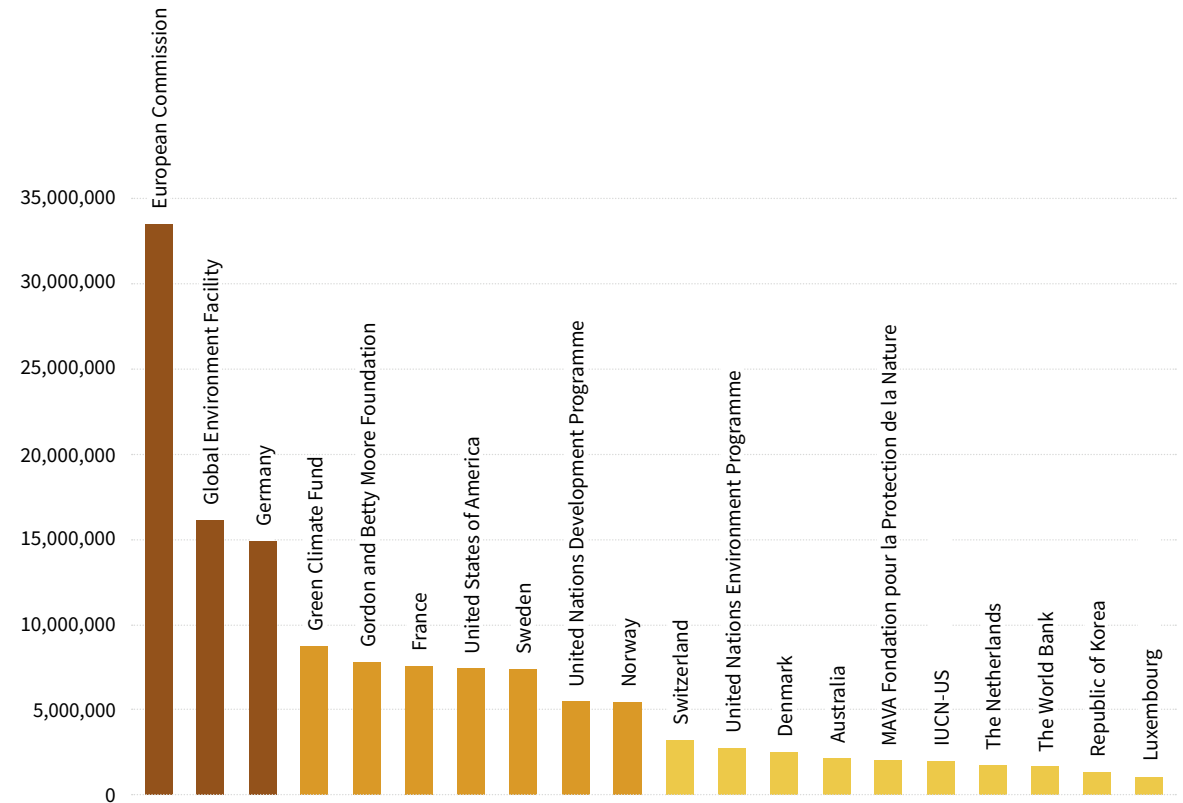
► 2022 Funding sources



CHF 176.8 | **TOTAL INCOME IN 2022**
MILLION

► 2022 Top contributors

IUCN's growing global portfolio, executed in partnership with its Members and partners, puts IUCN's science-based knowledge into practice. Over the course of 2022, IUCN's portfolio grew to **CHF 906.9 million**, with the top five donors being the European Commission, the Global Environment Facility (GEF), the government of Germany, the Green Climate Fund (GCF) and the Gordon and Betty Moore Foundation.



CONTRIBUTION TO IUCN (IN CHF MILLION) INCLUDING PROJECT FUNDING, FRAMEWORK FUNDING AND MEMBERSHIP DUES

► Framework Partners

Framework Partners are a dedicated group who support IUCN's four-year Programme, Nature 2030, through multi-year core funding. Their support allows IUCN to innovate, produce compelling evidence on emerging challenges, continue to shape global consensus, and create greater impact for nature. Framework Partners are also important project partners. In 2022, IUCN welcomed Luxembourg as a new Framework Partner.

The Swiss Agency for Development and Cooperation (SDC), a long-standing Framework Partner, worked with IUCN in 2022 to strengthen the Union's operational performance management capacities at the regional level. Measures to further enhance development relevancy and effectiveness of programmatic activities on the ground include:

- Support for the recruitment and onboarding of MEL (monitoring, evaluation and learning) expertise at regional level;
- Thematic evaluations and studies that focus on learning, with a view to elevating IUCN's transformational change work;
- Support for strengthening IUCN's evaluation function.

IUCN's Framework Partners are:



▼
H. E. Joëlle Welfring, Minister for the Environment, Climate Change and Sustainable Development of Luxembourg and IUCN Director General Dr Bruno Oberle signed a Framework Partnership agreement during a ceremony at COP27 in Egypt on 17 November 2022. © IUCN

132 NEW PROJECTS SECURED IN 2022
FOR A VALUE OF **142** CHF MILLION

► HIGHLIGHTED PARTNERSHIPS

SPORTS FOR NATURE

IUCN joined forces with Sails of Change, co-founded by IUCN Patrons of Nature Dona Bertarelli and Yann Guichard, to [launch the Sports for Nature initiative](#). The aim is to help sports organisations mitigate negative impacts on biodiversity and climate and encourage them to take concrete steps to protect biodiversity.



Patrons of Nature Yann Guichard and Dona Bertarelli, and Dr Bruno Oberle, at the launch of the Sports for Nature initiative. © IUCN / Jo Simoes

PATRONS OF NATURE

IUCN welcomed Mr Eric Jing, Chairman and CEO of Ant Group, and Mr Jian Xue, Chairman of Jiangsu Wenfeng Group, as its newest Patrons of Nature. Both accomplished business leaders and philanthropists, they join a growing group of leaders committed to providing strategic guidance and support, generating investment for IUCN's Programme and for specific initiatives.

ENACT (Enhancing Nature-based Solutions for an Accelerated Climate Transformation)

Launched in Sharm el-Sheikh by the Egyptian COP27 Presidency, the government of Germany and IUCN, [ENACT](#) will coordinate global efforts to address climate change, land and ecosystem degradation, and biodiversity loss through Nature-based Solutions. The initiative will also produce an annual report to update subsequent climate COP meetings on progress in implementing NbS commitments.

THREE-YEAR COOPERATION AGREEMENT RENEWED WITH KfW DEVELOPMENT BANK

For more than a decade, IUCN and KfW have collaborated on a number of terrestrial and marine conservation programmes and projects. Renewed engagement will focus on protected and conserved areas, coastal and marine protected areas, sustainable finance, restoration and agriculture, as well as human rights-based approaches.

“Saving ecosystems and stopping the loss of biodiversity is among the top priorities for KfW Development Bank. With IUCN we have an experienced and competent partner in pushing this agenda globally, regionally and at national level. Our cooperation has been productive and trustful for many years and was again formalised in a recently renewed Memorandum of Understanding. It serves as a solid basis to engage even more in preserving nature – and thus tackle one of the most serious challenges of our times together.

Christiane Laibach, Member of the Executive Board at KfW

► NATURE-BASED SOLUTIONS IN HUMANITARIAN CONTEXTS

Nature-based Solutions (NbS) can contribute to the humanitarian imperative of preventing and alleviating human suffering arising out of disasters and conflicts. In November 2022, at the climate COP meeting in Egypt, IUCN and IFRC (International Federation of Red Cross and Red Crescent Societies) formalised a partnership with nature as a cornerstone. In a Memorandum of Understanding, the organisations agree to join forces for supporting implementation of NbS for climate and disaster resilience in the coming decades, to protect at-risk communities including children, youth, women and Indigenous peoples.



Mount Kilimanjaro. © pixabay.com / Antony Trivet

Partnering with business

Economic 'success' can no longer come at nature's expense. Through a holistic approach, IUCN works with leading companies in key sectors to improve their environmental performance, transform economies and promote solutions that work for people and nature.

► NESPRESSO



This collaboration aims to address Nespresso's impacts and dependencies on biodiversity, working towards improved resilience and alignment with community and conservation needs. IUCN has helped to identify priority areas for landscape level actions in Nespresso's sourcing regions by using the STAR (Species Threat Abatement and Restoration) metric and expert insights.

► PERNOD RICARD



The Pernod Ricard group supports the IUCN Agriculture and Land Health initiative aimed at accelerating action towards sustainable agriculture and land health through Nature-based Solutions. The initiative focuses on fostering dialogue between conservation and agri-food actors, developing knowledge and tools to monitor nature and ecosystem services, and adopting targeted nature-positive investments and projects.

► LA PRAIRIE



In collaboration with La Prairie Group, IUCN Save Our Species (SOS) launched a call for proposals for SOS Sturgeons. This is a five-year initiative to support on-the-ground conservation actions that protect threatened sturgeons and their habitats, as well as improve the livelihoods of the people who depend on them in the Rioni and Lower Danube river areas.



The Sterlet (*Acipenser ruthenus*), native to the Danube River Basin, is classified as Vulnerable by the IUCN Red List of Threatened Species™. © Wrangel

07

OVERSIGHT & ASSURANCE



► BOOSTING REGIONAL MEL CAPABILITIES AND LEADERSHIP ACCOUNTABILITY

Funding from the Swiss Agency for Development and Cooperation (SDC), an IUCN Framework Partner, provided a boost to the Union's regional capabilities for accountability, performance monitoring and quality assurance. This support enabled the hiring of three full-time coordinators for monitoring, evaluation and learning (MEL) to be based in IUCN regional offices. They have taken the lead in upgrading regional portfolio planning and monitoring frameworks, performance and risk management policy implementation, and strengthening project MEL capacities.

With the new coordinators in place, a community of practice around performance and assurance was launched and meets regularly, also improving communication between global and regional levels.

The Secretariat increased accountability at leadership level through improved performance-based planning and budgeting methodologies and through the roll-out of a new Manager Scorecard.

► IMPROVED RISK MANAGEMENT

IUCN continues to strengthen its risk maturity level and to promote a culture of awareness around risk and internal control across the Secretariat. In 2022, IUCN designed, revised and rolled out its new [Enterprise Risk Management Policy](#) and Risk Appetite Statement. Implementation of the policy is guided by a capacity development framework for first and second lines of defence.

► EVALUATING IUCN'S WORK

Evaluation coverage and variety increased in 2022, with the completion of thirteen independent project evaluations and an increase in commissioning of independent strategic reviews of the relevance, efficiency and effectiveness of key international engagements, events and investments. Published evaluations can be found in IUCN's online [database](#).

The Secretariat also secured funding from SDC to commission two large-scale thematic evaluations of the relevance, efficiency and effectiveness of IUCN's regional portfolios in influencing transformational changes in policy and action for the benefit of nature, conservation, biodiversity and societies. These evaluations will be launched in 2023.

Lefkada, Greece. © pixabay.com / Julian Hacker



08

FINANCIAL STATEMENTS



CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

Report Currency: CHF ('000)

	2022			2021		
	Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
EXTERNAL OPERATING INCOME						
Membership dues	13,463	-	13,463	12,549	-	12,549
Retention of staff income tax	1,671	-	1,671	1,700	-	1,700
Agreements income	200	124,262	124,462	596	98,144	98,740
Framework income	12,430	1,317	13,747	13,647	-	13,647
Other operating income	4,426	1,854	6,280	4,790	5,549	10,339
TOTAL EXTERNAL OPERATING INCOME	32,190	127,433	159,623	33,282	103,693	136,975
INTERNAL ALLOCATIONS						
Unrestricted allocations to projects	(2,292)	2,292	-			
Cross charges from projects	42,667	(42,667)	-	38,108	(38,108)	-
Other internal allocations	1,797	(1,797)	-	1,176	(1,176)	-
TOTAL INTERNAL ALLOCATIONS	42,172	(42,172)	-	39,284	(39,284)	-
OPERATING EXPENDITURE						
Staff costs	58,684	9,800	68,484	57,310	8,458	65,768
Consultants	1,726	22,135	23,861	1,572	22,057	23,629
Grants to partners	323	14,167	14,490	306	4,138	4,444
Travel	2,134	11,848	13,982	1,135	8,157	9,292
Workshops and conferences	301	3,651	3,952	257	2,793	3,050
Publications and printing costs	365	2,710	3,075	347	2,072	2,419
Office and general administrative costs	3,140	5,722	8,862	3,155	5,191	8,346
Vehicles & equipment – costs & maintenance	1,070	10,570	11,640	957	8,301	9,258
Professional fees or costs	489	1,703	2,192	682	1,601	2,283
Depreciation and amortisation	2,050	63	2,113	2,068	1	2,069
TOTAL OPERATING EXPENDITURE	70,282	82,369	152,651	67,789	62,769	130,558
NET OPERATING SURPLUS	4,080	2,892	6,972	4,777	1,640	6,417
OTHER INCOME - EXPENDITURE						
Interest income	440	10	450	206	45	251
Financial charges	(567)	(190)	(757)	(415)	(261)	(676)
Capital gains (losses)	(1,663)	-	(1,663)	308	-	308
Net (losses) on foreign exchange	(1,294)	(2,600)	(3,894)	(43)	(1,281)	(1,324)
Exchange differences on revaluation of project balances	-	(369)	(369)	-	208	208
Net movements in provision and write-offs	(1,012)	257	(755)	(2,018)	849	(1,169)
2021 Congress	-	-	-	2,873	(1,200)	1,673
TOTAL OTHER INCOME - EXPENDITURE	(4,096)	(2,892)	(6,988)	911	(1,640)	(729)
NET SURPLUS / (DEFICIT) FOR THE YEAR	(16)	-	(16)	5,688	-	5,688
ALLOCATION AND APPROPRIATIONS TO DESIGNATED RESERVES						
Allocations to designated reserves	(826)	-	(826)	(1,320)	-	(1,320)
Appropriations from designated reserves	1,045	-	1,045	322	-	322
Appropriations from unrestricted reserves	800	-	800	-	-	-
Net allocations/appropriations to reserves	1,019	-	1,019	(998)	-	(998)
RESULTS FOR THE YEAR AFTER CHANGES IN RESERVES	1,003	-	1,003	4,690	-	4,690



**INTERNATIONAL UNION
FOR CONSERVATION OF NATURE**

WORLD HEADQUARTERS
Rue Mauverney 28
1196 Gland, Switzerland
www.iucn.org
www.iucn.org/resources/publications



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE
10th Meeting of the Finance and Audit Committee
23 May 2023

Financial Results 2022

Origin: Chief Financial Officer

Action requested:

The Finance and Audit Committee is asked to review the 2022 financial statements and make a recommendation to Council on their approval, including approval of the proposed transfers to/from reserves.

Background

1. The audit of the 2022 financial statements has been completed. The auditors expect to give a clean audit opinion. The auditors will present their audit report during the meeting of the 23 May together with details of the audit work performed and their findings.
2. Related documents:
 - FAC 10.2a: The Consolidated Financial Statements for the year ended 31 December 2021
 - FAC 10.2b: Review of the 2021 financial statements
 - FAC 10.2c: Report of the auditors

Issues and Considerations

3. The result for the year after reserve movements was a **surplus of CHF 1.0m** vs. a budget of CHF1.0. This compares to the 2021-2024 Financial Plan target of CHF 0.5m.
4. An operating surplus of CHF 4.1m was achieved compared to a budget of CHF 2.1m and a previous year operating surplus of CHF 4.8m. The operating surplus was, however, substantially utilised to fund unbudgeted investment losses of CHF 1.7m and foreign exchange losses of CHF 1.3m.
5. The result after the aforementioned items and other income and expenditure items was breakeven. After taking into consideration allocations from reserves to fund specific items approved by Council and to set aside funds for specific future costs, the end result was a surplus of CHF 1 million.
6. There was a significant increase in project implementation (CHF 12m above budget) as a result of a growing project portfolio and a focus on delivery. This led to higher rates of cost recovery (increase in funding of staff costs and infrastructure costs from the project portfolio) which in turn helped drive the positive operating surplus.
7. At the end of 2022 total reserves stood at CHF 23.0m (2021: CHF 23.0m)

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IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2022

Report Currency: CHF ('000)

	Notes	31.12.2022	31.12.2021
ASSETS			
Current assets			
Cash and short term bank deposits	III	91,414	74,316
Financial assets	IV	13,498	16,034
Membership dues receivables (net)	VI	907	611
Staff receivables	VII	466	273
Receivables from partner organisations	VIII	-	135
Advances to implementing partners and grantees	IX	26,575	17,610
Prepayments		968	1,083
Donor funds receivable	X	8,812	8,584
Project agreement receivables	XI	13,594	9,885
Framework agreements receivables	XII	-	640
Other account receivables		2,342	1,892
Total Current assets		158,576	131,063
Non-current assets			
Fixed assets (net)	XIII	23,784	24,607
Intangible assets (net)	XIV	365	251
Total Non-current assets		24,149	24,858
TOTAL ASSETS		182,725	155,921
LIABILITIES AND FUND BALANCES			
Current liabilities			
Membership dues paid in advance		2,341	2,705
Accounts payable and accrued liabilities	XV	15,994	13,180
Social charges payable		426	726
Payable to partner organisations	VIII	105	-
Project agreement advances	XI	104,149	82,707
Deferred unrestricted income	XIX	6,758	3,132
Deferred income buildings	XIX	471	467
New building loan	XX	175	252
Advances from hosted organisations	XVII	184	220
Miscellaneous current liabilities		824	253
Total Current liabilities		131,427	103,642
Provisions			
Projects in deficit	XVIII	765	1,065
Staff leave and repatriation		2,001	2,306
Staff termination	XVIII	2,018	1,971
Other provisions		380	-
Total Provisions		5,164	5,342
Non-current liabilities			
Long-term deferred income	XIX	13,367	12,154
New building loan	XX	9,799	11,799
Total Non-current liabilities		23,166	23,953
Funds and Unrestricted Reserves			
Designated reserves	XXI	2,942	2,380
Unrestricted reserves	XXI	20,026	20,604
Total Funds and Unrestricted Reserves		22,968	22,984
TOTAL LIABILITIES AND FUND BALANCES		182,725	155,921

IUCN – International Union for Conservation of Nature and Natural Resources

CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

Report Currency: CHF ('000)

	Notes	2022			2021		
		Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
EXTERNAL OPERATING INCOME							
Membership dues		13,463	-	13,463	12,549	-	12,549
Retention of staff income tax	XXIII	1,671	-	1,671	1,700	-	1,700
Agreements income		200	124,262	124,462	596	98,144	98,740
Framework income	XXIV	12,430	1,317	13,747	13,647	-	13,647
Other operating income	XXV	4,426	1,854	6,280	4,790	5,549	10,339
TOTAL EXTERNAL OPERATING INCOME		32,190	127,433	159,623	33,282	103,693	136,975
INTERNAL ALLOCATIONS							
Unrestricted allocations to projects		(2,292)	2,292	-			
Cross charges from projects		42,667	(42,667)	-	38,108	(38,108)	-
Other internal allocations		1,797	(1,797)	-	1,176	(1,176)	-
TOTAL INTERNAL ALLOCATIONS		42,172	(42,172)	-	39,284	(39,284)	-
OPERATING EXPENDITURE							
Staff costs		58,684	9,800	68,484	57,310	8,458	65,768
Consultants		1,726	22,135	23,861	1,572	22,057	23,629
Grants to partners		323	14,167	14,490	306	4,138	4,444
Travel		2,134	11,848	13,982	1,135	8,157	9,292
Workshops and conferences		301	3,651	3,952	257	2,793	3,050
Publications and printing costs		365	2,710	3,075	347	2,072	2,419
Office and general administrative costs		3,140	5,722	8,862	3,155	5,191	8,346
Vehicles & equipment – costs & maintenance		1,070	10,570	11,640	957	8,301	9,258
Professional fees or costs		489	1,703	2,192	682	1,601	2,283
Depreciation and amortisation		2,050	63	2,113	2,068	1	2,069
TOTAL OPERATING EXPENDITURE		70,282	82,369	152,651	67,789	62,769	130,558
NET OPERATING SURPLUS		4,080	2,892	6,972	4,777	1,640	6,417
OTHER INCOME – EXPENDITURE							
Interest income	XX	440	10	450	206	45	251
Financial charges	XX	(567)	(190)	(757)	(415)	(261)	(676)
Capital gains (losses)	IV	(1,663)	-	(1,663)	308	-	308
Net (losses) on foreign exchange		(1,294)	(2,600)	(3,894)	(43)	(1,281)	(1,324)
Exchange differences on revaluation of project balances	XXV	-	(369)	(369)	-	208	208
Net movements in provision and write-offs		(1,012)	257	(755)	(2,018)	849	(1,169)
2021 Congress	XXVIII	-	-	-	2,873	(1,200)	1,673
TOTAL OTHER INCOME – EXPENDITURE		(4,096)	(2,892)	(6,988)	911	(1,640)	(729)
NET SURPLUS/ (DEFICIT) FOR THE YEAR		(16)	-	(16)	5,688	-	5,688
Allocation and appropriations to designated reserves							
Allocations to designated reserves		(826)	-	(826)	(1,320)	-	(1,320)
Appropriations from designated reserves		1,045	-	1,045	322	-	322
Appropriations from unrestricted reserves		800	-	800	-	-	-
Net allocations/appropriations to reserves		1,019	-	1,019	(998)	-	(998)
RESULTS FOR THE YEAR AFTER CHANGES IN RESERVES		1,003	-	1,003	4,690	-	4,690

CONSOLIDATED FUNDS AND RESERVE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

Report Currency: CHF ('000)

	Balance at 1 January	Allocations	Appropriations	Other movements	Results for the year	Balance at 31 December
2022						
Designated reserves						
Reserve for statutory meetings	328	500	-	-	-	828
Other designated reserves	1,147	326	(1,045)	781	-	1,209
Renovation Fund	905	-	-	-	-	905
Total designated reserves	2,380	826	(1,045)	781		2,942
Unrestricted reserves						
Currency Translation Reserve	-	-	-	-	-	-
IUCN Fund	8,621	-	-	-	-	8,621
Retained surpluses	11,983	-	(800)	(781)	1,003	11,405
Total unrestricted reserves	20,604	-	(800)	(781)	1,003	20,026
Total reserves	22,984	826	(1,845)	-	1,003	22,968
2021						
Designated reserves						
Reserve for statutory meetings	93	235	-	-	-	328
Other designated reserves	1,590	1,075	(322)	(1,196)	-	1,147
Renovation Fund	895	10	-	-	-	905
Total designated reserves	2,578	1,320	(322)	(1,196)	-	2,380
Unrestricted reserves						
Currency Translation Reserve	347	-	-	(347)	-	-
IUCN Fund	8,621	-	-	-	-	8,621
Retained surpluses	6,097	-	-	1,196	4,690	11,983
Total unrestricted reserves	15,065	-	-	849	4,690	20,604
Total reserves	17,643	1,320	(322)	(347)	4,690	22,984

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

Report Currency: CHF ('000)

	Notes	2022	2021
Cash flow from operations			
Surplus/(deficit) from operations		(16)	5,688
Effect of exchange rate	XXI	-	(347)
Net balance from operations		(16)	5,341
Depreciation of fixed assets	XIII	1,940	1,892
Amortisation and write-down of intangible assets	XIV	113	178
Increase / (decrease) in provisions for projects in deficit	XVIII	(300)	(3,621)
Increase / (decrease) in staff leave and repatriation liabilities		(305)	14
Increase / (decrease) in the provision for staff termination	XVIII	47	281
Increase / (decrease) in other provisions		380	-
(Increase) / decrease in membership dues receivables (net)	VI	(296)	461
(Increase) / decrease in staff receivables	VII	(193)	(39)
(Increase) / decrease in receivables from partner organisations	VIII	240	(74)
(Increase) / decrease in advances to implementing partners	IX	(8,965)	(5,325)
(Increase) / decrease in prepayments		115	1,729
(Increase) / decrease in donor funds receivable	X	(228)	(2,430)
(Increase) / decrease in project agreement receivables	XI	(3,709)	4,831
(Increase) / decrease in framework agreements receivable	XII	640	(439)
(Increase) / decrease in other accounts receivable		(453)	(695)
Increase / (decrease) in membership dues paid in advance		(364)	448
Increase / (decrease) in accounts payable and accrued liabilities	XV	2,814	1,996
Increase / (decrease) in social charges payable		(300)	501
Increase / (decrease) in project agreement advances	XI	21,442	9,778
Increase / (decrease) in miscellaneous current liabilities		572	(145)
Increase / (decrease) in hosted organisations advances	XVII	(37)	118
(Increase) / decrease in financial assets		2,536	(14)
Increase / (decrease) in current deferred income	XIX	3,626	(1,844)
Increase / (decrease) in deferred income	XIX	(456)	(467)
(Gain) / loss on disposal of fixed assets	XIII	4	(6)
Total cash flow from operations		18,847	12,469
Cash flow from investing activities			
Purchase of fixed assets	XIII	(1,132)	(709)
Proceeds on disposal of fixed assets		11	12
Purchase of intangible assets	XIV	(227)	(153)
Total cash flow from investing activities		(1,348)	(850)
Cash flow from financing activities			
Loan repayment	XX	(401)	(401)
Total cash flow from financing activities		(401)	(401)
Net cash inflow for the year		17,098	11,218
Cash and short term deposits at the beginning of the year	III	74,316	63,098
Cash and short term deposits at the end of the year	III	91,414	74,316

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

I. ORGANISATION AND ACTIVITY

IUCN, International Union for Conservation of Nature and Natural Resources is a membership organisation constituted by statutes adopted in 1948 at a conference convened by the Republic of France. The membership is comprised of states, governmental agencies, international and national non-governmental organisations, and indigenous peoples organisations. IUCN is registered in Gland, Switzerland as an association under article 60 of the Swiss Civil Code and is solely responsible, to the exclusion of its Members, for all its transactions and commitments.

The highest governing body of IUCN is the World Conservation Congress, which is composed of the membership of IUCN. The World Conservation Congress elects the Council, which has authority to govern IUCN between meetings.

In 1986, IUCN concluded a fiscal agreement with the Swiss government, which granted IUCN exemption from all Swiss taxes. IUCN has been granted observer status at the United Nations.

The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

1. Accounting convention

The financial statements are prepared under the historical cost convention except for certain financial assets and loans that are measured at revalued amount or at fair value. The financial statements are prepared in accordance with the provisions of the Swiss Code of Obligations.

2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities. In certain countries, multiple project offices may exist.

Branches:

- Asia Region
 - Asia Regional Office (Thailand)
 - Bangladesh Country Office
 - Cambodia Country Office
 - China Country Office
 - India Country Office
 - Lao PDR Country Office
 - Maldives Project Office
 - Myanmar Country Office
 - Nepal Country Office
 - Pakistan Country Office
 - Sri Lanka Country Office
 - Thailand Country Office
 - Vietnam Country Office

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

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- Eastern and Southern Africa Region
 - Eastern and Southern Africa Regional Office (Kenya)
 - Ethiopia Project Office
 - Kenya Country Office
 - Malawi Project Office
 - Mozambique Country Office
 - Rwanda Country Office
 - South Africa Country Office
 - Tanzania Country Office
 - Uganda Country Office
 - Zimbabwe Project Office
- Eastern Europe and Central Asia Regional Office (Serbia)
- Europe Regional Office (Germany)
- Centre for Mediterranean Cooperation (Spain)
- North America Regional Office
 - North America Regional Office (USA)
 - Permanent Mission to the UN Representation Office (New York)
- Oceania Regional Office
 - Oceania Regional Office (Fiji)
 - Samoa Project Office
 - Solomon Islands Project Office
 - Vanuatu Project Office
- Mexico, Central America and the Caribbean Region
 - Regional Office for Mexico, Central America and the Caribbean (Costa Rica)
 - Barbados Project Office
 - El Salvador Country Office
 - Guatemala Country Office
 - Honduras Country Office
 - Mexico Project Office
 - Saint Kitts and Nevis Project Office
- South America Regional Office (Ecuador)
- Cambridge Office (United Kingdom)
- West and Central Africa Region
 - West and Central Africa Regional Office (Senegal)
 - Burkina Faso Country Office
 - Cameroon Country Office
 - Chad Project Office
 - Ghana Project Office
 - Guinea Project Office
 - Guinea Bissau Country Office
 - Mali Country Office
 - Mauritania Country Office
 - Niger Country Office
 - Senegal Country Office
- West Asia Regional Office
 - West Asia Regional Office (Jordan)
 - Saudi Arabia Project Office

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

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Other entities:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees (WASAA Trust Fund, Nairobi)
- IUCN, Bureau de Représentation auprès de l'Union Européenne aisbl
- Associação IUCN
- IUCN UK (A Company Limited by Guarantee)
- IUCN Maldives
- IUCN PNG Mangrove Rehabilitation and Management Project Association (dormant)

3. Currency of accounts

a) Reporting currency

In accordance with IUCN's Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF).

b) Functional currency

A separate set of accounts is maintained for each country where IUCN has a presence. The functional currency for each country is the national currency of the country with the exception of Fiji (USD), Costa Rica (USD) and Serbia (EUR) where the currency chosen better reflects the economic environment in which the office operates.

4. Foreign exchange

The following accounting policies are applied when converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated to CHF at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.
- Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger. Project balances are further revalued from the ledger currency to CHF at the year-end exchange rate. The resulting net unrealised gain or loss is recognised in the currency translation adjustment reserve.
- If, as a result of the application of the above translation policies, a net deficit would occur on the currency translation adjustment reserve the deficit would be recognised in the income and expenditure statement.

5. Income

Income comprises membership dues from Members, contributions from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of other goods and services.

a) Membership dues

Membership dues are fixed by the World Conservation Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

b) Voluntary donations

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.

Framework agreements income

Framework agreements are normally for periods of more than one year and may be subject to restrictions in their use in terms of geography or thematic area.

Unrestricted Framework agreements income is recognised in the income statement once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. In the event that the framework income is not fully utilised in the calendar year, it is recorded as deferred income.

Restricted Framework agreements income is recorded as Projects agreements income and is recognised as expenditure is incurred and the conditions fulfilled.

Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

Staff in-kind contributions

In-kind contributions of staff are recognised at fair value over the period of the employment contract as both income and expenditure in the Consolidated Income and Expenditure Statement. The fair value of in-kind staff is taken as the average cost that would be incurred by IUCN, if it were to directly employ a person in a similar position.

Project agreements income

Project agreements income is restricted for specific project activities detailed in project agreements and subject to specific conditions imposed by the donor. Income is recognised as expenditure is incurred. At the year end, the balance of projects are recorded as "Project agreement receivables" (current assets) where expenditure incurred on projects exceeded amounts advanced by donors, and under "Project agreement advances" (current liabilities) where advances from donors exceeded expenditure incurred.

c) Retention of staff income tax

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a fiscal agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff resident in Switzerland. This is shown as Retention of staff income tax in the Consolidated Income and Expenditure Statement and is classified as unrestricted income.

6. Expenditure

All unrestricted expenditure and project expenditure is accounted for on an accruals basis.

7. Cross charges from projects

Cross charges from projects represent transfers between Project agreements and Secretariat unrestricted funds and comprise staff time charged to projects and indirect costs funded from projects.

Staff time charges

IUCN staff costs are recorded as unrestricted costs. Staff working on projects charge their time spent on projects through a time recording system. Project agreements are charged the cost of staff time and the Secretariat unrestricted fund receives the income.

Indirect cost recoveries

Indirect costs are recorded as unrestricted costs. Indirect costs funded from project agreements are cross charged to projects and the Secretariat unrestricted fund receives the income.

8. Financial assets

Financial assets are recorded at fair value. Gains or losses arising from changes in fair values of financial assets are recognised in the income statement in the year that they occur as are foreign exchange gains or losses resulting from the revaluation of financial assets denominated in currencies other than the CHF.

9. Fixed assets

a) Purchased assets

Purchased fixed assets are recorded at historic cost and capitalised when the purchase price is one thousand CHF or above, or the equivalent in other currencies, and when ownership resides with IUCN.

b) In-kind assets

In-kind contributions of fixed assets are capitalised at fair value and the donations recorded as deferred income which is then recognised in the income statement over the estimated useful life of the assets in line with the depreciation charges.

c) Donations for the purchase of fixed assets

Cash donations received for the purchase of fixed assets are recorded as deferred income and recognised in the income statement over the estimated useful life of the corresponding asset in line with the depreciation charge.

d) Depreciation

Fixed assets are depreciated over their estimated useful lives on the following basis:

Computer hardware	3–5 years
Vehicles	4–7 years
Office furniture and equipment	4–7 years
Building renovations	10–20 years
Building installations	20 years
Building infrastructures	50 years

10. Intangible assets

Purchased computer software is capitalized on the basis of the costs incurred to acquire the software and bring it to its point of use.

Software is depreciated over its estimated useful life on a straight line basis over 2 to 7 years.

The cost of developing in-house software is expensed in the year that the costs are incurred.

11. Provisions

a) Provision for membership dues receivable

A general provision for outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is recognised in the income and expenditure statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

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Membership dues outstanding for:

Three years or more	100%
Two years	67%
One year	33%

The provision against the arrears of some state members and state agencies is calculated on an individual basis after a review of their own special situations.

Full provision is made against the dues owed by Members whose rights have been rescinded by the IUCN World Conservation Congress or vote of the membership.

b) Provision for projects in deficit

A provision for projects in deficit is made in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

c) Staff terminations

Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

Additional provision is made when there is a local legal obligation.

d) Staff leave and repatriation

Provision is made for holiday entitlement which has not been used by staff at the year-end. The balance at the year-end also includes the estimated cost of repatriation of international staff.

12. Loans at below market rate of interest

Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan. The market rate of interest is reviewed annually and the carrying value adjusted for significant movements in the market rate.

An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised as both an income and an expense in the income and expenditure statement on an annual basis.

13. Hosted organisations

IUCN hosts certain organisations. A hosted organisation has no legal status in the country of operation and therefore operates under the legal umbrella of IUCN. A hosted organisation is operationally autonomous and is accountable to its own management and governance structures and not to IUCN.

Income received and expenditure incurred on behalf of a hosted organisation is accounted for in separate project accounts and excluded from consolidation. Funds held by, or advanced by, IUCN on behalf of hosted organisations are recorded on the balance sheet as advances from/to hosted organisations.

14. Reserves

IUCN maintains the following reserves:

a) Unrestricted reserves

IUCN Fund

The IUCN Fund is maintained in order to preserve IUCN's capital base. The use of the Fund is governed by the IUCN Council and is maintained as a reserve of last resort.

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Currency translation reserves

The Currency translation reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of functional currencies against the Swiss franc. If the translation of balances in ledger currency exceeds the balance on the currency translation reserve the amount is recognised as part of net gains/losses on foreign exchange on the income and expenditure statement.

Retained surpluses

The Retained surpluses represent other unrestricted reserves.

b) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover the cost of future events or activities. The designation may be reversed at any time by the IUCN Council.

Reserve for statutory meetings

The Reserve for statutory meetings represents amounts allocated from unrestricted funds to cover costs of future meetings of the World Conservation Congress and related preparatory meetings.

Renovation Fund

The Renovation Fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

Other Designated reserves

Other Designated reserves represent amounts allocated from unrestricted funds to cover the cost of other future costs or activities.

III. CASH AND SHORT TERM BANK DEPOSITS

Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

REGION OR OFFICE	2022	2021
Asia	3,555	5,605
Eastern and Southern Africa	3,693	2,471
Eastern Europe and Central Asia	190	156
Europe	13,537	4,179
Environmental Law Centre, Bonn	156	175
Headquarters	57,468	52,121
Mediterranean	1,098	576
Mexico, Central America and the Caribbean	2,439	2,043
Oceania	3,383	1,477
South America	493	413
United Kingdom	242	448
United States	813	1,201
Western and Central Africa	3,096	3,171
West Asia	1,251	280
Balance at 31 December	91,414	74,316

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

IV. FINANCIAL ASSETS

	2022	2021
Bonds	7,497	8,881
Structured Products	285	316
Equities	2,562	3,469
Microfinance	1,514	1,380
Convertibles	-	688
Other Investments	1,640	1,300
Balance at 31 December	13,498	16,034

At 31 December 2022, an unrealized foreign exchange loss of CHF 86 (2021 – CHF 39 loss) was recognised on the investment portfolio.

During the year, the investment portfolio recorded a capital loss of CHF 1,663 (2021 – CHF 308 gain).

At 31 December 2022, the investment portfolio included bank balances of CHF 1,459 (2021 – CHF 686). These are included under cash and short-term bank deposits.

V. DERIVATIVE FINANCIAL INSTRUMENTS

The following forward currency contract commitments existed at 31 December 2022:

	Other currency	CHF	Maturity date
Conversion of USD to CHF	1,260	1,232	10.02.2023
Conversion of EUR to CHF	1,450	1,380	20.01.2023

The contracts for the conversions of USD and EUR to CHF are all forward currency contracts.

VI. MEMBERSHIP DUES RECEIVABLE AND PROVISION

	2022	2021
Gross membership dues receivable	1,922	2,150
Provision for dues in arrears	(1,015)	(1,539)
Net membership dues receivable at 31 December	907	611

The provision for membership dues in arrears has been calculated in accordance with the policy described in Note II.11 (a).

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2022	2020 and prior	2021	2022	Total
State member	111	171	500	782
Government agencies	33	138	183	354
Subnational Governments	0	0	21	21
Indigenous peoples	1	1	10	12
International NGOs	3	21	93	117
National NGOs	23	104	441	568
Affiliates	0	6	62	68
Total membership dues receivable	171	441	1,310	1,922
Provision for membership dues	(171)	(304)	(540)	(1,015)
Net membership dues receivable	0	137	770	907

2021	2019 and prior	2020	2021	Total
Total membership dues receivable	794	545	811	2,150
Provision for membership dues	(794)	(478)	(267)	(1,539)
Net membership dues receivable	0	67	544	611

Movement in provision for membership dues

	2022	2021
Balance at 1 January	1,539	1,826
Addition to/(release from) provision	574	(287)
Write off of deficits against provision	(1,098)	-
Balance at 31 December	1,015	1,539

VII. STAFF RECEIVABLES

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December.

	2022	2021
Travel advances	435	262
Payroll advances and staff loans	31	11
Balance at 31 December	466	273

VIII. RECEIVABLES FROM/PAYABLE TO PARTNER ORGANISATIONS

This balance represents balances due or from partner organisations associated with IUCN that are outstanding as at 31 December. The balance at the end of December 2022 represents a payable to Ramsar of CHF 105 (2021 - CHF 135 receivable).

	2022	2021
RAMSAR Convention Secretariat	(105)	135

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IX. ADVANCES TO IMPLEMENTING PARTNERS

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.

	2022	2021
Asia	3,338	1,207
Eastern and Southern Africa	5,304	1,625
Europe	46	122
Headquarters	8,236	6,920
Mediterranean	60	102
Mexico, Central America and the Caribbean	879	486
Oceania	918	849
United Kingdom	(13)	49
United States	679	128
West Asia	1,115	1,532
Western and Central Africa	6,013	4,590
Balance at 31 December	26,575	17,610

Headquarters manages a significant number of grant making programmes. Although the programmes are managed by Headquarters, the grants themselves are made to organisations globally. Grants are recorded as advances to implementing partners until the expenditure incurred by the grantees is reported as spent to IUCN.

X. DONOR FUNDS RECEIVABLES

Donor funds receivables represents funds requests sent to donor. The receivable is net of provisions for amounts IUCN considers may not be settled.

	2022	2021
Donor funds receivables	9,214	9,647
Provision for doubtful receivables	(402)	(1,063)
Balance at 31 December	8,812	8,584

XI. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and advances on project agreements represent respectively the total of projects with a negative cash balance and the total of projects with a positive cash balance at year end.

	2022	2021
Project agreement receivables	13,594	9,885
Project agreement advances	(104,149)	(82,707)
Balance at 31 December	(90,555)	(72,822)

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The project agreement receivables are presented net of provisions for amounts IUCN has assessed to be doubtful from donors to cover expenditures already incurred.

	2022	2021
Project agreement receivables	16,354	12,136
Provision for doubtful receivables	(2,760)	(2,251)
Balance at 31 December	13,594	9,885

XII. FRAMEWORK AGREEMENTS RECEIVABLES

Framework agreements receivables represent framework agreements income due but not received as at the end of the year. As at 31 December 2022 there was CHF nil receivable compared to CHF 640 receivable at 31 December 2021.

XIII. FIXED ASSETS

1. Movement in fixed assets

	Building Infrastructures	Building Installations	Other Land and Buildings	Vehicles, Equipment, Furniture & Fixtures	Total
Purchase value:					
Balance as at 31 December, 2020	27,178	13,775	5,461	10,102	56,516
Additions	-	-	396	313	709
Disposals	-	-	0	(218)	(218)
Balance as at 31 December, 2021	27,178	13,775	5,857	10,197	57,007
Additions	-	-	112	1,020	1,132
Disposals	-	-	-	(213)	(213)
Balance as at 31 December, 2022	27,178	13,775	5,969	11,004	57,926
Depreciation:					
Balance as at 31 December, 2020	(11,186)	(8,460)	(2,229)	(8,847)	(30,722)
Charge for the year	(544)	(575)	(268)	(505)	(1,892)
Disposals	-	-	-	214	214
Balance as at 31 December, 2021	(11,730)	(9,035)	(2,497)	(9,138)	(32,400)
Charge for the year	(544)	(575)	(280)	(541)	(1,940)
Disposals	-	-	-	198	198
Balance as at 31 December, 2022	(12,274)	(9,610)	(2,777)	(9,481)	(34,142)
Net book value:					
Balance as at 31 December, 2021	15,448	4,740	3,360	1,059	24,607
Balance as at 31 December, 2022	14,904	4,165	3,192	1,523	23,784

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per Note II.9.

2. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008, the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing IUCN Headquarters building.

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3. IUCN Headquarters building

Included in Building Infrastructures and Building Installations is the Headquarters building of IUCN. This consists of an original building and an extension.

a) Original building

The original building was financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss Government. If disposed of, the Swiss Government has the right to recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in fixed assets and the net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

In 2014, the Canton of Vaud provided a grant of CHF 600 towards the renovation of the original building. The grant will be released over the estimated useful life of the building renovation (20 years).

b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,692 and in-kind donations of CHF 1,815.

XIV. INTANGIBLE ASSETS

The intangible assets consist of an ERP system and portal applications.

Movement in Intangible assets

	2022	2021
Purchase value:		
Balance at 1 January	5,099	4,946
Additions	227	153
Balance at 31 December	5,326	5,099
Amortisation:		
Balance as of 1 January	(4,848)	(4,670)
Charge for the year	(113)	(178)
Balance at 31 December	(4,961)	(4,848)
Net Book Value at 31 December	365	251

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XV. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 15,994 as at 31 December 2022 (2021 – CHF 13,180), CHF 6,908 (2021 – CHF 6,691) is related to Headquarters and the balance to regional and country offices.

	2022	2021
Accounts payable and supplier accruals	7,505	6,215
Year-end accruals for implementing partners	8,489	6,965
Balance at 31 December	15,994	13,180

XVI. PENSION FUND OBLIGATIONS

IUCN operates different pension plans in different countries, each conforming to the legal regulations in the respective country. On 31 December 2022, the liability to the pension schemes amounted to CHF nil (2021 – CHF 3).

XVII. ADVANCES FROM HOSTED ORGANISATIONS

At 31 December 2022 IUCN held funds advanced from hosted organisations of CHF 184 (2021 – CHF 220) advanced to hosted organisations).

XVIII. PROVISIONS

1. Projects in deficit

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.

Movement in project deficit provision

	2022	2021
Balance at 1 January	1,065	4,686
Additions to provision	383	2,258
Utilisation of provision	(835)	(892)
Reversal of Congress provision	-	(1,673)
Movement on reclassified doubtful receivables	152	(3,314)
Balance at 31 December	765	1,065
Region	2022	2021
Asia	-	118
Eastern and Southern Africa Region	142	426
Europe	5	3
Headquarters	87	43
Mediterranean	43	45
Oceania	25	12
United States	-	26
Western and Central Africa	463	392
West Asia	-	-
Balance at 31 December	765	1,065

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In 2022, provisions of CHF 2,223 (2021 – CHF 3,314) were reclassified and netted off donor funds receivable CHF 251 (2021 – CHF 1,063 – Note X) and project funds receivable CHF 2,172 (2021 – CHF 2,251 – Note XI).

2. Staff termination

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

Movement in provision for staff termination

	2022	2021
Balance at 1 January	1,971	1,690
Additions to provision	1,046	1,026
Utilization of provision	(999)	(745)
Balance at 31 December	2,018	1,971

XIX. DEFERRED INCOME

Deferred unrestricted income represents income received in advance of the period to which it relates.

	2022	2021
Deferred unrestricted income	6,758	3,132
Donations for construction of HQ building extension		
Donations in cash	2,347	2,449
Donations in kind	169	195
Donation in cash for renovation of original building	356	372
	2,872	3,016
Headquarters original building	6,167	6,475
Interest free government loan	4,799	3,130
Total	20,596	15,753
Current		
Deferred unrestricted income	6,758	3,132
Buildings:		
Original building	308	339
Building extension	162	128
Total buildings	471	467
Total current deferred income	471	3,599
Non-current		
Original building	5,859	6,167
Building extension	7,508	5,987
Total long term deferred income	13,367	12,154
Total deferred income	20,596	15,753

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

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Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see Note XI 3).

The deferred income on the government loan represents the difference between the fair value of the loan CHF 9,974 (2021 – CHF 12,048) and the outstanding cash value of the loan CHF 14,773 (2021 – CHF 15,178) (see Note XX). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.

XX. NEW BUILDING LOAN

Headquarters building extension loan

	2022	2021
Current	175	249
Non-current	9,799	11,799
Balance at 31 December	9,974	12,048

The Swiss Government provided an interest free loan of CHF 20,000 to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010. The fair value of the loan is estimated at CHF 9,974 (2021 – CHF 12,048). The outstanding cash value of the loan has been discounted at a rate of 2.25% (2021 – 1.25%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 4,799 (2021 – CHF 3,130) between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see Note XIX).

The impact of changing the discount rate from 1.25% to 2.25% in 2022 was a decrease in the fair value of the loan of CHF 1,822 and a corresponding increase in deferred income. This adjustment has not been passed through the income and expenditure statement as it has no impact on the result for the year.

The value of the interest that would have been paid on an equivalent commercial loan of 2.25% is estimated at CHF 333 (2021 – CHF 190). This has been recorded in the income and expenditure statement under Interest income to recognise the benefit of the interest free loan and under financial charges to recognise the interest that would have been paid.

XXI. FUNDS AND UNRESTRICTED RESERVES

1. Unrestricted reserves

Currency translation adjustments & foreign exchange gains and losses

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF 1,294 loss (2021 – loss of CHF 43).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to CHF are taken to the currency translation adjustment reserve. In 2022, the translation of balances to reporting currency resulted in a currency loss of CHF 1,357 (2021 – loss of CHF 874). This amount has been recognised in the income and expenditure statement as part of net gains/losses on foreign exchange as at the end of 2021 the balance on the currency translation adjustment reserve was nil.

Retained surpluses

In accordance with Council decision C107/10 of 18-19 May 2022, CHF 800k was allocated from unrestricted reserves to fund 2022 expenditure to fund Commission events (CHF 0.4m), development of a digital member platform (CHF 0.2m) and The Red List of Threatened Species™ (CHF 0.2m).

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Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

2. Designated reserves

The following allocations and appropriations were made to designated reserves:

	2022		2021	
	Allocations	Appropriations	Allocations	Appropriations
Commission operating funds	251	-	-	(322)
External review	75	-	75	-
Regional conservation fora	250	-	235	-
Renovation fund	250	-	10	-
IUCN 20 year strategic vision	-	45	-	-
Institutional strengthening	-	1,000	1,000	-
Total	826	1,045	1,320	(322)

In accordance with Bureau of Council decision B6/3 of 29 June 2022, CHF 781k was allocated from unrestricted reserves to fund the IUCN 20-year strategic vision.

XXII. The Coalition for Private Investment in Conservation (CPIC)

In 2022, IUCN received CHF 9,561 (USD 9,950) from two donors for a project titled “The Coalition for Private Investment in Conservation (CPIC)”. The purpose of the project is to scale-up of private investment in conservation. The project involves the creation of an investment fund that will invest in conservation projects. IUCN sits on the investment committee and also provides technical support and advice to the investment managers. In 2022, IUCN transferred CHF 9,561 (USD 9,950) to the investment fund. The transfer has been included in the income statement under the expenditure category “Grants to partners”. The fund provides first loss financing for identified projects.

The duration of the fund is ten years. The balance of the investment fund at the end of its duration, including reflows from projects financed by the fund, will be returned to IUCN and then to the original donors.

XXIII. RETENTION OF STAFF INCOME TAX

Swiss Government tax rebates amounted to CHF 1,671 (2021 – CHF 1,700) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1 January 1987.

XXIV. FRAMEWORK INCOME

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN Programme and operational units. Framework income includes in-kind contributions of CHF 1,088 (2021 – CHF 635).

XXV. OTHER OPERATING INCOME

Other operating income of CHF 4,426 (2021 – CHF 4,790) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar Convention Secretariat of CHF 526 (2021 – CHF 513), rental income of CHF 1,005 (2021 – CHF 987), recognition of deferred income of donations for the headquarters original building and building extension CHF 467 (2021 – CHF 467), and in-kind contributions of staff other than Framework staff in-kind of CHF 569 (2021 – CHF 872). The balance of other operating income is made up of miscellaneous external income received by IUCN at both Headquarters and other offices around the world.

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

XXVI. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. Project balances expressed in non-CHF ledgers are further revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.

XXVII. AUDIT FEE

The following fees were paid to the auditors of IUCN's financial statements.

	2022	2021
Consolidated financial statement audit	216	196
Other audits	105	48

XXVIII. RELATED PARTIES

1. Identity of related parties

a) The Commissions

The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

b) The National and Regional Committees

National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

c) The Convention on Wetlands of International Importance (Ramsar)

Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality. IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

d) TRAFFIC International

TRAFFIC International is a charity registered in the United Kingdom. IUCN is a founder member and sits on the Board. The IUCN Secretariat hosts TRAFFIC operations in its offices in Cameroon, Thailand and South Africa where they operate under the legal personality of IUCN.

e) International Union for Conservation of Nature and Natural Resources – US

The International Union for Conservation of Nature and Natural Resources – US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its Members.

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

2. Transactions with related parties

During the course of the year IUCN made contributions of CHF 1,300 to the Commissions (2021 – CHF 1,300). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions. Unspent allocations are included under Other Designated Reserves

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 6,935 (2021 – CHF 5,545) and incurred payments of CHF 6,840 (2021 – CHF 4,937) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 6,377 (2021 – CHF 6,946). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 526 (2021 – CHF 513) for the services provided to Ramsar, which are included in Other operating income.

During the year IUCN made contributions of CHF 200 to TRAFFIC International (2021 – CHF 276) and received fees of CHF 94 (2021 – CHF 88) for hosting TRAFFIC operations.

During the year, IUCN received funds from the International Union for Conservation of Nature and Natural Resources – US of USD 2,241 for projects (CHF 2,069) and for Patrons of Nature USD nil (CHF nil). In 2021, USD 98 (CHF 90) was received for projects and USD 333 (CHF 304) for Patrons of Nature. At the end of 2022, USD 166 (CHF 154) was recorded as a receivable from IUCN-US for Patrons of Nature. In December 2021, the Patrons of Nature receivable was USD nil (CHF nil).

Summary of legally controlled entities:

Company	Year-end closing	Currency	Capital	Share of capital 2022	Share of capital 2021
The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)	31.12	KES	232,117	100%	100%
IUCN, Bureau de Représentation auprès de l'Union Européenne asbl	31.12	EUR	707	100%	100%
Associação IUCN	31.12	BLR	1,007	20%	20%
IUCN UK (A Company Limited by Guarantee)	31.12	GBP	86	NA	NA
IUCN Maldives	31.12	MVR	-	100%	100%
IUCN PNG "Mangrove Rehabilitation and Management Project Association	dormant				

XXIX. 2021 WORLD CONSERVATION CONGRESS

The IUCN World Congress is IUCN's highest governing body. It comprises the duly accredited delegates of the Members of IUCN and takes place every four years.

The 2021 Congress was held in September 2021. The financial result of the Congress was recognised in the income statement in 2021 and allocated to unrestricted reserves.

IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2022

All amounts in CHF ('000) unless otherwise stated

XXX. STAFF HEADCOUNT

IUCN's headcount including staff in-kind is as follows:

	2022	2021
Average employees during the year	967	915

XXXI. OPERATING LEASES

At 31 December 2022, IUCN has future minimum office rental commitments amounting to CHF 3,668 (2021 – CHF 3,760) relating to expected rental fees until the end of the lease contracts, all of which expires in 1 to 5 years.

IUCN has leasing contracts for office equipment and maintenance amounting to CHF 54 (2021 – CHF 49) expiring in 1 to 5 years.

XXXII. BANK GUARANTEES

The following are the IUCN bank guarantees in place at 31 December 2022, (2021 – CHF 88) in favour of IUCN donors:

Country	Currency	Amount	Amount in CHF
India	INR	238	3
Germany	USD	25	23
Uganda	UGX	639,216	158
Germany	EUR	30	30
Saudi Arabia	USD	249	230
			444

Cash for an equivalent amount is pledged at corresponding banks.

XXXIII. SUBSEQUENT EVENTS

There were no subsequent events.

IUCN – International Union for Conservation of Nature and Natural Resources

ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2022 Secretariat expenditure - unrestricted	2022 Framework allocation - unrestricted	2021 Secretariat expenditure - unrestricted	2021 Framework allocation - unrestricted
West and Central Africa Region	3,316	252	3,338	666
Eastern and Southern Africa Region	6,605	259	5,644	752
Asia Region	6,043	480	6,354	948
Mexico, Central America and the Caribbean Region	4,337	275	3,796	548
South America Region	1,340	143	989	275
Eastern Europe and Central Asia Region	554	55	550	76
West Asia Region	1,239	137	1,019	298
Centre for Mediterranean Cooperation	1,486	126	1,450	184
Oceania Region	1,402	94	1,466	286
North America Region	1,043	202	824	-
IUCN Europe Regional Office	1,045	413	1,088	-
Sub Total Regional Components	28,410	2,436	26,518	4,033
Nature-based Solutions (NbS) Coordination Hub	-	-	448	381
Sub Total Nature-based Solutions (NbS) Coordination Hub	-	-	448	381
Centre for Economy and Finance - Directorate	311	214	-	-
Economics	996	212	877	427
Enterprise and investment	837	-	1,175	240
Multilateral finance and business development	681	-	480	152
Climate change	932	-	786	89
Sub Total Centre for Economy and Finance	3,757	426	3,318	908
Centre for Society and Governance - Directorate	317	214	-	-
Water and land	795	212	748	238
Environmental law	452	-	1,189	285
Human rights in conservation	809	-	1,011	285
Heritage, culture and youth	942	231	1,064	333
Sub Total Centre for Society and Governance	3,315	657	4,011	1,141
Conservation Action Centre - Directorate	321	214	-	-
Protected and conserved areas	1,634	-	2,149	285
Ocean	1,323	10	1,543	238
Forest and grassland	747	-	1,933	237
Species conservation action	840	-	1,318	147
Traffic	217	200	276	-
Sub Total Conservation Action Centre	5,082	424	7,219	907
Science and Data Centre - Directorate	243	364	301	356
Science	680	212	888	687
Biodiversity assessment and knowledge	1,985	200	1,701	143
Conservation management and assurance	86	-	1,051	455
Knowledge management	1,610	350	-	-
Sub Total Science and Data Centre	4,604	1,126	3,941	1,641
Commission on Education and Communication	248	-	214	-
Commission on Ecosystem Management	136	-	152	-
World Commission on Environmental Law	282	-	383	-
World Commission on Protected Areas	160	-	161	-
Species Survival Commission	239	-	295	-
Commission on Environment, Economics & Social Policy	181	-	291	-
Sub Total Commissions	1,246	-	1,496	-
Director General	2,555	-	1,909	660
International Policy Centre	991	320	874	617
Governance	717	-	484	-
IUCN Academy	368	-	4	-
IUCN 20-year strategic vision	34	-	-	-
Finance for Nature Unit	129	125	-	-
Human Resources Management Group	1,277	225	1,039	-
Global Communications	1,201	-	1,258	593
Strategic Partnerships	1,649	1,695	1,050	1,267
Programme Performance, Monitoring & Evaluation	842	900	676	594
External Review	-	75	-	75
Legal Adviser Office	701	135	623	-
Oversight Unit	153	170	232	-
Global Information Systems	3,698	400	3,835	205
Convenings	740	-	1,055	3
Membership and Commission Support	1,081	775	1,169	-
Corporates Bonn	269	-	-	-
Global Finance Group	1,934	-	1,658	-
Global Programme Operations Unit	2,100	200	1,733	592
General Services Unit	2,918	-	2,817	-
Sub Total Directorate and Support Units	23,357	5,020	20,416	4,606
Other operating expenditure	511	-	423	-
Operating expenses as per the Income & Expenditure Statement	70,282	10,089	67,790	13,617
Allocations to Projects				
Innovation projects		3,120		
Strengthening regional performance management capacity		500		
Total Allocation to Projects		3,620		
Total Allocations		13,709		
Reconciliation of Framework Income to the Financial Statements		2022		2021
Overall Total allocations as above		13,709		13,617
Realised foreign exchange losses on cash contributions		38		30
Total Funding Framework Agreements		13,747		13,617

IUCN – International Union for Conservation of Nature and Natural Resources

ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS

All amounts in CHF ('000)

	2022	2021
Framework Agreement Partners	TOTAL	TOTAL
Agence Française de Développement (AFD), Ministry for Europe and Foreign Affairs (MEAE), Ministry of Ecological and Inclusive Transition (MTES), Ministry of Agriculture and Food (MAA); Ministry of Overseas Territories (MOM) – France	1,219	1,010
Ministry of Environment, Republic of Korea (MOE) – Korea	697	742
Ministry of Foreign Affairs – Finland	620	752
Ministry of Foreign Affairs of Denmark	2,430	2,807
Norwegian Agency for Development Cooperation (NORAD) – Norway	1,866	2,160
Swedish International Development Agency (Sida) – Sweden	4,039	4,219
Swiss Agency for Development and Cooperation (SDC) – Switzerland	1,876	1,500
U.S. Department of State	549	457
Ministry of Environment, Climate and Sustainable Development of the Grand Duchy of Luxembourg	451	-
Total Funding Framework Agreements	13,747	13,647

Review of the Consolidated Financial Statements for the year ended 31 December 2022

1) Unrestricted income and expenditure

The below table summarises IUCN unrestricted income and expenditure for 2022 compared to the 2022 Council approved budget and the actual results for 2021.

CHF m	Unrestricted Income & Expenditure			
	2022 Actual	2022 Budget	2022 Variance	2021 Actual
Membership dues	13.5	13.4	0.1	12.5
Framework income	12.4	14.5	(2.1)	12.4
Other income	6.3	6.1	0.2	7.1
Total income	32.2	34.0	(1.8)	32.0
Cost recovery from projects	42.7	36.9	5.8	38.1
Other internal allocations	(0.5)	0.0	(0.5)	2.5
Operating expenditure	(70.3)	(68.8)	(1.5)	(67.8)
Operating surplus / (deficit)	4.1	2.1	2.0	4.7
Other income and expenditure	(4.1)	(1.5)	(2.6)	0.9
Net surplus / (deficit)	(0.0)	0.6	(0.6)	5.7
Transfer from/(to) designated reserves	1.0	0.4	0.6	(1.0)
Result after reserve adjustments	1.0	1.0	(0.0)	4.7

a) Overall result

The result after reserve movements was a **surplus of CHF 1.0m** vs. a budget of CHF1.0.

An operating surplus of CHF 4.1m was achieved compared to a budget of CHF 2.1m and a previous year surplus of CHF 4.7m. The operating surplus was, however, utilised to fund unbudgeted investment losses of CHF 1.7m and foreign exchange losses of CHF 1.3m (included in the total of "Other income and expenditure" of CHF 4.1m).

There was a significant increase in project implementation (CHF 12m above budget – see section 2a) as a result of a growing project portfolio and lifting of Covid restrictions, leading to higher rates of cost recovery (increase in funding of staff costs and infrastructure costs from the project portfolio) and a positive operating surplus.

b) Income

Total unrestricted income was CHF 32.2m vs. a budget of CHF 34.0m.

Membership dues

CHF m	2022 Actual	2022 Budget	2022 Variance	2021 Actual
Membership dues invoiced	13.5	13.4	0.1	12.5
Provision / write offs	(0.6)	(1.0)	0.4	0.3
Net membership dues	12.9	12.4	0.5	12.8

Invoiced Membership dues were CHF 13.5m vs. a budget of CHF 13.4m. A provision of CHF 0.6m was made for overdue amounts in accordance with IUCN's accounting policy. See note VI of the financial statements for further information.

Framework income

	2022 Actual	2022 Budget	2022 Variance	2021 Actual
Framework partner	Actual	Budget	Variance	Actual
	CHF m	CHF m	CHF m	CHF m
Denmark	2.4	2.9	(0.5)	2.8
Norway	1.9	2.2	(0.3)	2.2
Sweden	4.0	4.9	(0.9)	4.2
Switzerland	1.9	1.5	0.4	1.5
France	1.2	1.1	0.1	1.0
Republic of Korea	0.7	0.8	(0.1)	0.7
Finland	0.6	0.7	(0.1)	0.8
USA	0.5	0.5	-	0.5
Luxembourg	0.5	0	0.5	
Total	13.7	14.6	(0.9)	13.7
Allocated	CHF m			
Unrestricted	12.4			
Restricted	1.3			
	13.7			

Total framework income received was CHF 15.1m of which CHF 1.4m has been deferred to 2023. CHF 1.3m has been recorded as restricted income as it was restricted by programme area and impact target. In 2021 the corresponding amount was recorded as unrestricted income. In the 2022 budget all framework income was budgeted as unrestricted.

Total framework income includes in-kind contributions (seconded staff) of CHF 0.8m from France and CHF 0.2m from Denmark, and a cash contribution of CHF 0.2m from the Republic of Korea to pay for seconded staff.

Cost recovery

Cost recovery from projects was CHF 42.7m vs. a budget of CHF 36.9m (see section 2. for further analysis).

c) Expenditure

Operating expenditure was CHF 70.3m vs a budget of CHF 68.8m, and was broken down as follows:

	2022 Actual		2021 Actual	
	CHF m	%	CHF m	%
Staff costs	58.7	83%	57.3	85%
Consultants	1.7	2%	1.6	2%
Grants to partners	0.3	0%	0.3	0%
Travel	2.1	3%	1.1	2%
Workshops and conferences	0.3	0%	0.3	0%
Publications and printing costs	0.4	1%	0.3	1%
Office and general administrative costs	3.1	4%	3.2	5%
Vehicles & equipment - costs & maintainanc	1.1	2%	1.0	1%
Professional fees or costs	0.5	1%	0.7	1%
Depreciation and amortisation	2.0	3%	2.1	3%
Total operating expenditure	70.3	100%	67.8	100%

Extract from Income and Expenditure Statement, page 3 of the Unaudited Financial Statements

The distribution of expenses is similar to that of 2021. Travel costs are significantly higher, reflecting the lifting of Covid travel restrictions and the participation of staff in many international policy events and the first Leaders Forum. Staff costs represented 83% of operating costs, a slightly lower level than 2021. Staff costs were higher than 2021 and also higher than budget but were compensated by higher levels of cost recovery which in turn was driven by higher levels of project implementation.

d) Other income and expenditure

CHFm	2022 Actual	2022 Budget	2022 Variance	2021 Actual
Interest income	0.4	0.4	0.0	0.2
Financial charges	(0.6)	(0.4)	(0.2)	(0.4)
Capital gains/(losses)	(1.7)	-	(1.7)	0.3
Net gains/(losses) on foreign exchange	(1.3)	(0.3)	(1.0)	(0.0)
Net movements in provisions and write-offs	(1.0)	(1.2)	0.2	(2.0)
2021 Congress	-	-	-	2.9
Total other income and expenditure	(4.1)	(1.5)	(2.6)	0.9

Extract from Income and Expenditure Statement, page 3 of the Unaudited Financial Statements

i. Interest income

Interest income represents the in-kind benefit of the interest-free loan from the Swiss government for the Headquarters extension (CHF 0.4m) plus minor amounts received on bank deposits and the investment portfolio. The increase on 2021 reflects an increase in Swiss franc interest rates during 2022.

ii. Financial charges

Financial charges include bank charges and any interest paid on holdings of EUR, CHF and SEK as the base rates of these currencies were negative at the start of the year, and the value of interest that would have been paid on the headquarters building loan if it had been obtained on a commercial basis (CHF 0.4m) – this offsets the in-kind benefit of the interest free loan noted above.

iii. Capital gains/(losses)

Capital losses of CHF 1.7m were recorded on IUCN's investment portfolio, representing a decline of approx. 10%. The losses reflect falls in financial markets globally. Major markets fell by around 20%. IUCN

was protected by a low risk portfolio that had a low percentage of equities and low duration bonds. Investments are recorded at fair value (“marked-to-market”). The losses are unrealised.

iv. Net gains/(losses) on foreign exchange

Exchange gains and losses of CHF 1.3m were realised. The loss was a result of the translation of country office balance sheets into Swiss francs. The loss was driven by an appreciation of the Swiss franc against IUCN operating currencies.

v. Net movements in provisions and write-offs

Net movements in provisions and write-offs include:

- Provisions for projects in deficit: CHF 0.5m
- Provision for membership dues: CHF 0.6m

e) Transfers to designated reserves

The following transfers to/(from) reserves have been included:

	CHF m
Commission operating funds	0.25
Statutory meetings	0.50
External review	0.07
Institutional strengthening	(1.00)
IUCN 20-year strategy	(0.05)
Allocation of unrestricted reserves	(0.80)
Total	(1.02)

Allocations

Commission operating funds: CHF 0.25m allocation to reserves. Commissions are allowed to underspend or overspend their annual budgetary allocations provided they do not exceed their allocations over the 4-year programme period.

Statutory meeting: CHF 0.5m allocation. Allocation was made in accordance with the 2022 approved budget: CHF 0.25m for the 2024 Regional Conservation Forums; CHF 0.25m for the 2025 Congress.

External review: CHF 0.07m allocation. Allocation was made in accordance with the 2022 approved budget with the objective of building up a reserve to finance the External Review which takes place every four years. The next review will start in 2023.

Appropriations

Institutional strengthening: CHF 1.0m appropriation was used to fund the following costs:

	CHF 000
Implementation of Centres structure	
Termination costs	284
Investment in Knowledge Management Centre	164
Reorganisation of Environmental Law Programme	103
	551
Reorganisation of Europe corporate functions	
Bonn	337
Cambridge	112
	449
Total	1,000

The appropriation was made in accordance with the 2022 approved budget. The costs have been included in the income and expenditure statement

IUCN 20-year strategy

The 6th meeting of the IUCN Bureau held on 29 June 2022 approved the allocation of CHF 781k from reserves to fund the 20-year strategy. CHF 46k was utilised during 2022. The costs were included in the income and expenditure statement.

Allocation of unrestricted reserves

An allocation of CHF 800k was made from unrestricted reserves in accordance with Council decision C107/10 to fund Commission events (Africa and Asia Parks Congresses: CHF 0.4m), the Red List Red List of Threatened Species fundraising program (CHF 0.2m) and the development of a digital members zone (CHF 0.2m).

2) Project income and expenditure

a) Overall result

The below table summarises IUCN restricted income and expenditure for 2022 compared to the Council approved budget.

CHF m	Project Income & Expenditure			
	2022 Actual	2022 Budget	2022 Variance	2021 Actual
Framework income	1.3	0.0	1.3	0.0
Project income	124.3	112.6	11.7	98.1
Other income	1.9	0.0	1.9	5.6
Total income	127.4	112.6	14.8	103.7
Cost recovery from projects	(42.7)	(36.9)	(5.8)	(38.1)
Other internal allocations	0.5	0.0	0.5	(1.2)
Operating expenditure	(82.4)	(75.7)	(6.7)	(62.9)
Operating surplus / (deficit)	2.9	0.0	2.9	1.6
Other income and expenditure	(2.9)	0.0	(2.9)	(1.6)
Net surplus / (deficit)	0.0	0.0	0.0	0.0

IUCN recognises project income in line with actual expenditure in accordance with Swiss accounting law, hence the net result is zero. Income received in advance of the period in which it is spent is recorded as deferred income and is shown on the balance sheet as *Project agreement advances*.

b) Income and expenditure

Restricted income and expenditure totalled CHF 127.4m compared to a budget of CHF 112.6m and significantly ahead of the 2021 level of CHF 103.7m.

Higher levels of implementation reflect a growing project portfolio. This in turn resulted in higher levels of cost recovery.

CHF 38m (2021: CHF 25m) of project expenditure was incurred through implementing partners and grantees.

3) BALANCE SHEET

a) Assets

	2022	2021
	CHFm	CHFm
Current assets		
Cash and short term bank deposits	91.4	74.3
Financial assets	13.5	16.0
Membership dues receivables	0.9	0.6
Staff receivables	0.5	0.3
Receivables from partner organisations	-	0.1
Advances to implementing partners	26.6	17.6
Prepayments	1.0	1.1
Donor funds receivable	8.8	8.6
Project agreement receivables	13.6	9.9
Framework agreements receivables	-	0.6
Other account receivables	2.3	1.9
Total current assets	158.6	131.1

Extract from Consolidated Balance Sheet, page 2 of the Unaudited Financial Statements

Cash and short term bank deposits increased by CHF 17.1m, reflecting a growing portfolio. Financial assets reduced by 2.5m reflecting portfolio losses of CHF 1.7m and allocations to cash of CHF 0.8m.

Advances to implementing partners increased by CHF 9.0m, reflecting the increase in the GEF and GCF portfolio and a continuing trend towards high value projects implemented with partners.

Project agreement receivables increased by CHF 3.7m reflecting an increase in project activity.

b) Liabilities

	2022	2021
	CHFm	CHFm
Liabilities		
Current liabilities		
Membership dues paid in advance	2.3	2.7
Accounts payable and accrued liabilities	16.0	13.2
Social charges payable	0.4	0.7
Payable to partner organisations	0.1	-
Project agreement advances	104.1	82.7
Deferred income - Framework agreements	6.8	3.1
Deferred income - Buildings	0.5	0.5
New building loan	0.2	0.2
Miscellaneous current liabilities	0.8	0.3
Advances from hosted organisations	0.2	0.2
Total current liabilities	131.4	103.6

Extract from Consolidated Balance Sheet, page 2 of the Unaudited Financial Statements

Current liabilities increased by CHF 27.7m compared to 2021. The main increase is in *project agreement advances* of CHF 21.4m, reflecting a growing portfolio and higher levels of project implementation.

c) Provisions and non-current liabilities

	2022	2021
	CHFm	CHFm
Provisions		
Projects in deficit	0.8	1.1
Staff leave and repatriation	2.0	2.3
Staff termination	2.0	2.0
Other provisions	0.4	-
Total provisions	5.2	5.3
Non-current liabilities		
Deferred income	13.4	12.2
New building loan	9.8	11.8
Total non-current liabilities	23.2	24.0

Extract from Consolidated Balance Sheet, page 2 of the Unaudited Financial Statements

The overall level of provisions is in line with 2021.

Note XVIII of the financial statements details movements on the projects in deficit provision.

Movement in project deficit provision

	2022	2021
Balance at 1 January	1,065	4,686
Additions to provision	383	2,258
Utilisation of provision	(835)	(892)
Reversal of Congress provision	-	(1,673)
Movement on reclassified doubtful receivables	152	(3,314)
Balance at 31 December	765	1,065

Deferred income represents the in-kind benefit of the loan received from the Swiss Government and donations for the construction of the headquarters building extension, plus the net-book-value of the original headquarters building (donated). The deferred income will be recognized over the remaining lives of the buildings. The cash value of the loan at the end of 2022 was CHF 14.8m.

d) Reserves

	2022	2021
	CHFm	CHFm
Reserves		
Designated reserves	3.0	2.4
Unrestricted reserves	20.0	20.6
Total designated and unrestricted	23.0	23.0

Extract from Funds and Reserves Statement, page 4 of the Unaudited Financial Statements

The total of designated and unrestricted reserves ended the year at the same level as 2021. Unrestricted reserves decreased by CHF 0.2m, representing the result for the year of CHF 1.0m less allocations of unrestricted reserves to fund the 20-year strategy and key investments as noted in section 1.e). Designated reserves increased by CHF 0.6m as shown below.

Movement on designated reserves	CHF m
Commission operating funds	0.25
Statutory meetings	0.50
External review	0.07
Institutional strengthening	(1.00)
Transfer from Unrestricted reserves for IUCN 20 year strategy	0.80
Total	0.63

Governance and Constituency Committee (GCC)

9th Meeting (in person), 23 May 2023

Report of the Advisory Group for the Revision of the IUCN Statutes

Purpose of this report

1. The purpose of this document is to provide a report of the work of the Advisory Group (AG) established pursuant to 2021 Congress Decision 148¹, enabling the GCC to prepare recommendations, if any, to the IUCN Council.
2. This report has been updated since the last written report of the AG to GCC7 in January 2023.

Progress made by the Advisory Group since its report to GCC 7 and the Council 108¹ Part II (January 2023):

3. The Advisory Group has met in person on 21st and 22nd January 2023, in Abu Dhabi immediately after the Council meeting. During its in-person meeting, the Advisory Group discussed two presentations made by the IUCN Secretariat. The first presentation was made by the Membership and Commission Support Unit presenting the results of the Member's survey and lessons learned for future Members consultation. The second presentation was by IUCN Global Information Systems Group and presented the technical aspects of the online platform and voting system that will be used in future IUCN Congresses.
4. Following both presentations, the AG has discussed specific amendments to the IUCN Statutes, Rules of Procedures and Regulations. It has also checked the technical feasibility of delayed voting for amendments to motions, including testing proposed solutions through reviewing video recordings of a complex session of a past Member's Assembly.
5. The AG also held a discussion with Councillor Norbert Baerlocher on compatibility of the "delayed voting" with Swiss Law. The AG thanks Councillor Baerlocher for joining the AG in person to discuss this point and for offering to facilitate a legal opinion from the Swiss Government on the question. To this effect, the Secretary to Council, Mr. Luc De Wever and the Legal Adviser, Ms Sandrine Friedli Cela, prepared a draft letter with the options envisaged by the AG and the relevant questions. The letter was sent by the Legal Adviser to Councillor Baerlocher on April 6th, 2023, after consultation with and upon approval of the Chair of the AG. A copy of the letter (in French) is **attached hereafter as Annex 5**.

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

6. At the end of its in-person meeting, the AG requested the Secretary to Council, Mr. Luc De Wever and the Legal Adviser to refine and ensure consistency of the legal language of the proposed changes that were agreed.

7. The AG has met online 3 additional times (on April 20th, April 27th and May 4th, 2023) and has finalized its work. **The full text of proposed amendments to the IUCN Statutes, Rules of Procedures of the World Conservation Congress and the IUCN Regulations is presented in Annex 1 to this report showing the amendments with track changes.** The document also contains notes providing explanations or the AG's rationale for the proposed amendments.

Summary recommendations by the Advisory Group:

8. The AG wishes to highlight that the document contained in Annex 1 has been produced by consensus and that a large majority of the proposed changes were unanimously agreed by all members of the AG. The AG members were divided on only one suggested amendment- regarding whether to host hybrid or only online contact groups (see Rule 56 (c) of the Rules of Procedure of the World Conservation Congress). However, the AG unanimously agreed that both options should be put forward to Members who should make the final decision. The AG is presenting the proposed amendments to both the GCC and Council with **its recommendation that the text be put to an online consultation followed by an electronic vote by Members as prescribed in Decision 148.**

9. The AG considered the question on how to put the amendments to vote (whether the entire set of amendments be voted on *en bloc* or whether specific parts be voted on separately). The AG's recommendation to Council is to **propose separate votes as per the table in Annex 2** which compiles the changes made to operationalise the principles that were confirmed by the Members' survey.

10. The AG discussed various options for a detailed timeline for carrying out online consultation and electronic vote by Members. Taking into account the challenges in mobilizing members (as shown in the participation in the Members' survey), and the potential risk of Members' "fatigue", the **AG recommends carrying out one set of in-depth online consultation as part of Regulation 94. The AG strongly recommends that 3 sessions of a contact group be organised at the end of the consultation period** to enable managing any potential amendments from Members, with the hope of obtaining a final consensus text that would be put to a vote. Given that the text would go through a formal contact group process, the final text resulting from the contact group would be circulated to GCC and Council for a no objection process before being published to vote. This would enable initiating the first notification mandated under Regulation 94 early enough to conclude the e-vote before the start of the December holiday period. **The AG recommended option for a timeline is included in Annex 3.**

11. The AG also considered a second option and that is to present the final text resulting from the Contact Group for discussion by the Council meeting in November 2023. In considering this option, the AG notes that under this option, the first formal notification mandated by Regulation 94 could only be issued after the Council meeting, which leads to a very long time between the end of the online consultation and the start of the electronic vote (around 4 month) and increases the risk of Members forgetting critical details. The second option for a timeline is included in Annex 4.

12. At the beginning of the online consultation, **the AG strongly recommends that Council engages with the National and Regional Committees in order to promote a discussion of the proposed changes among the Members, and a stronger**

engagement of the Members in the online consultation and vote. This point is applicable for both options of the timeline. The AG members stand ready to support the Council in this task.

13. In reviewing the text of the Statutes, and particularly in analysing the timeline for online consultation and vote, the AG strongly recommends that Council revises Regulation 94 to shorten the time needed between the various notifications required. The AG also suggests that Council may wish to address the question of a quorum requirement at the Congress. The AG considered that both issues were outside of its mandate as established by Decision 148.

Annex 1 - Proposed draft amendments to the IUCN Statutes (A copy of Annex 1 in Word will be posted in the Union Portal separately allowing to read the complete text of the comment boxes which have partly become invisible in the pdf version)

Annex 2 - Table compiling how the amendments should be put to a vote (Annex 2 will be added hereafter as soon as it will be available)

Annex 3 - Recommended timeline for online consultation and vote

Annex 4 - Option 2 for a timeline for online consultation and vote

Annex 5 - Copy of letter by the Legal Advisor requesting legal opinion on delayed voting



Revisions / notes of Advisory Group, 6th meeting, 20 & 27 April and 4 May 2023
Version 15 May 2023 – 15:00 CEST

Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations



Revisions / notes of Advisory Group, 6th meeting, 20 & 27 April and 4 May 2023
Version 15 May 2023 – 15:00 CEST

STATUTES

of 5 October 1948, revised on 22 October 1996, and last amended
on 10 September 2021

(including Rules of Procedure of the World Conservation Congress,
last amended on 10 September 2021)

AND REGULATIONS

revised on 22 October 1996 and
last amended on 10 September 2021

INTERNATIONAL UNION FOR CONSERVATION OF NATURE
AND NATURAL RESOURCES

The presentation of material in this publication and the geographical designations employed do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitations of its frontiers or boundaries.

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[iucn congress brand guidelines english updated 2021 .pdf](#)

Field Code Changed

Traditionally, the book of Statutes and Regulations bears the logo of the Congress at which the Statutes were last amended.

Available from: IUCN (International Union for Conservation of Nature)
Rue Mauverney 28
CH-1196 Gland, Switzerland
Tel: +41 (22) 999-0000
Fax: +41 (22) 999-0002
www.iucn.org
www.iucn.org/resources/publications

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STATUTES

Preamble

Recognizing that:

- conservation of nature and natural resources involves the preservation and management of the living world, the natural environment of humanity, and the earth's renewable natural resources on which rests the foundation of human civilization;
- natural beauty is one of the sources of inspiration of spiritual life and a necessary framework for the needs of recreation, made ever more essential by humanity's increasingly mechanized existence;
- civilization has achieved its present high standard by finding ever more effective means for developing and utilizing these resources, and that consequently soils, water, forests and vegetation, wildlife, wilderness areas maintained intact, and characteristic landscapes are of vital importance for economic, social, educational and cultural purposes;
- the increasing impoverishment of natural resources will inevitably result in a lowering of human standards of living but that this trend need not be irreversible provided that people fully come to recognize their close dependence upon these resources and to the recognition of the need to preserve and manage them in a way that is conducive to the peace, progress and prosperity of humanity;

Convinced that since protection and conservation of nature and natural resources are of vital importance to all nations, a responsible international organisation primarily concerned with the furthering of these aims will be of value to various governments, the United Nations and its Specialized Agencies and other interested organisations;

Recalling that, for these reasons, the governments, public services, organisations, institutions and associations concerned with these matters, meeting at Fontainebleau, on 5 October 1948, established a Union now known as the International Union for Conservation of Nature and Natural Resources (hereinafter referred to as "IUCN") and governed by Statutes adopted first at the time of its foundation;

The Members of IUCN, meeting in Montreal from 13 to 23 October 1996, renewed their commitment to these ends and adopted these revised Statutes for the governance of IUCN.

Part I - Legal Status

1. IUCN, International Union for Conservation of Nature and Natural Resources (also known as International Union for Conservation of Nature) is constituted in accordance with Article 60 of the Swiss Civil Code as an international association of governmental and non-governmental members. Therefore it has legal personality and may perform any act in conformity with its objectives.

Part II - Objectives

2. The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.
3. To attain these objectives, IUCN¹:
 - (a) mobilizes its Members, components and partners to build alliances for conservation;
 - (b) strengthens the institutional capacity of its Members to conserve biological diversity and safeguard ecological life-support processes at global, regional, national and local levels;
 - (c) promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners;
 - (d) encourages research related to the conservation of nature and natural resources and disseminates information about such research;
 - (e) provides a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social and political dimensions, at global, regional, national and local levels;
 - (f) develops expert networks to support its Members and components;

¹ Changed from (m) to (n) as a consequence of the amendment to Article 3 of the Statutes adopted by the 2021 World Conservation Congress inserting a new paragraph (g) and renumbering all subsequent paragraphs accordingly.

- (g) provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenarios;
- (h) prepares and disseminates statements on conservation, drawing on the expertise of its Members and components;
- (i) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources;
- (j) makes representations to governments and international agencies so as to influence environmental policies;
- (k) assists in the development of mechanisms for debating and resolving international environmental issues;
- (l) contributes to the preparation of international agreements relevant to the conservation of nature and natural resources and encourages States to adhere to these agreements;
- (m) takes any other appropriate action which will promote the conservation of nature and natural resources; and
- (n) implements the provisions of these Statutes.

3bis. In working towards the objectives outlined in Article 3 (g) of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold high standards of scientific work and other knowledge systems and will be free from undue influence or conflict of interest in this regard.

Part III - Members

Categories

4. The Members of IUCN shall be:

- Category A:
- (a) States, government agencies and subnational governments;
 - (b) political and/or economic integration organisations;

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- Category B: (c) national non-governmental organisations;
(d) international non-governmental organisations;

Category C: (e) indigenous peoples' organisations; and

Category D: (f) affiliates.

5. In these Statutes²:

- (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic Energy Agency, or parties to the Statute of the International Court of Justice;
- (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure;
- (c) subnational governments are governmental entities at the state, provincial, local, territories or regional level that have been elected and have:
 - (i) competences to adhere to the Statutes of IUCN;
 - (ii) effective decision-making authority in the field of conservation of nature; and/or
 - (iii) competences to provide for the equitable and ecologically sustainable use of natural resources;
- (d) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN;
- (e) national non-governmental organisations shall be institutions and associations incorporated within a State;

² Changed from (e) to (f) as a consequence of the amendment to Article 5 of the Statutes adopted by the 2021 World Conservation Congress inserting a new paragraph (c) and renumbering all subsequent paragraphs accordingly.

- (f) international non-governmental organisations shall be institutions and associations organized in two or more States;
- (g) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities; and
- (h) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.

Admission

- 6. 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.
- 7. Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that:
 - (a) the applicant shares and supports the objectives of IUCN;
 - (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;
 - (c) the objectives and track record of the applicant embody to a substantial extent:
 - (i) the conservation of the integrity and diversity of nature; and, either or both:
 - (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
 - (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;
 - (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and

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- (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.³
8. Before admitting an applicant the Council shall:
- (a) notify Members of the application and consider any objection raised; and
 - (b) follow the procedure and criteria prescribed in the Regulations.⁴
9. The Council shall admit the applicant by a two-thirds majority of votes cast.
10. Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations.⁵ The World Conservation Congress (hereinafter referred to as “the World Congress”), on such an appeal, shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.
11. An applicant denied admission by the Council shall not reapply for admission for a period of three years. An applicant whose appeal against denial of admission by the Council has been rejected by the World Congress shall not reapply for admission for a period of five years. If an applicant whose membership has once been rejected by the World Congress again applies and Council recommends admission, then such re-application shall be submitted to the World Congress for decision.

Rights and Obligations of Members

12. (a) Members shall have the right *inter alia*:
- (i) to participate in the World Congress;
 - (ii) to participate as appropriate in National and Regional Committees or in Regional Fora of Members;
 - (iii) to express an opinion on application for admission as new Members;

³ See Regulations 4 to 6

⁴ See Regulations 4 to 20

⁵ See Regulation 19

- (iv) to be informed regularly about the budget and activities of IUCN;
 - (v) to communicate their views to the components of IUCN; and
 - (vi) to receive, on request and for a reasonable fee, copies of IUCN publications and a record of the official meetings of IUCN other than closed meetings.
- (b) Members in Categories A, B and C shall also have the right:
- (i) to propose to the Council candidates for President, Treasurer and Chairs of the Commissions to be elected by the World Congress;
 - (ii) to nominate candidates directly to the World Congress for election as President;
 - (iii) to nominate to the World Congress candidates for election as Councillors elected from the Regions and Indigenous Councillor;
 - (iv) to submit motions to the World Congress; ~~and~~ |
 - (v) to vote in sessions of the World Congress ~~or by mail ballot; and~~ |
 - (vi) to vote between sessions of the World Congress by mail or electronic ballot as prescribed in Article 94. |
- (c) Members shall have the obligation *inter alia*:
- (i) to support and facilitate the objectives, activities and governance of IUCN;
 - (ii) to provide to IUCN, upon request, readily available information regarding their activities in support of IUCN's objectives;
 - (iii) to pay membership dues as prescribed in the Regulations⁶; and
 - (iv) to provide to IUCN such information as is required for the calculation of their dues.

Commented [LDW1]: AG5: The second element of paragraph (v) is moved to a new paragraph because the right to vote during Congress and the right to vote (by mail or electronic ballot) between sessions of the Congress are governed by two completely different procedures, the first as described in the Rules of Procedure, the latter as described in article 94 of the Statutes and the Regulations.

⁶ See Regulations 22 through 26

Suspension, Rescission, Expulsion and Withdrawal

13. (a) 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 which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine.
- (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.
- (c) Should any Member act persistently in a manner seriously inconsistent with the objectives of IUCN, the suspension or expulsion of that Member may be proposed to the Council:
- (i) in the case of a political and/or economic integration organisation or a State Member, by at least two State Members;
 - (ii) in the case of any other Member in Category A or in the case of any Member in Categories B or C, by at least ten Members in both Categories B and C combined, including a minimum of five Members in the same Category as the Member proposed for suspension or exclusion; and
 - (iii) in the case of a Member in Category D, by at least ten Members eligible to vote.
- (d) By a two-thirds majority of votes cast, the Council may:
- (i) request the Member concerned to present not later than three months, the reason why suspension or expulsion is not justified; and
 - (ii) decide, after considering any response from the Member, to inform that Member of Council's intention to submit the proposal to a vote by the World Congress.
- (e) If not later than three months of notification of the Council's decision, the Member does not indicate to the Director General its

wish that a vote be conducted, the Member shall be considered to have withdrawn from IUCN.

- (f) If the Member concerned requests a vote:
 - (i) the Director General shall submit the proposal for suspension or expulsion, together with any explanations of the Member, to the Members eligible to vote;
 - (ii) the vote shall take place at the next session of the World Congress and the decision taken, in the case of a Member in Category A, Category B or Category C, by a two-thirds majority of the votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined; in the case of a Member in Category D, by a two-thirds majority of the votes cast of all the Members eligible to vote;
 - (iii) only State Members may vote on a proposal for suspension or expulsion of a political and/or economic integration organisation or of a State Member; and
 - (iv) except as provided in (iii) above, only Members in Category A may vote on a proposal for suspension or expulsion of a Member in Category A, and only Members in Categories B and C may vote (combined) on a proposal for suspension or expulsion of a Member in Category B or C.
- (g) Any Member may withdraw at any time from membership of IUCN by giving notice in writing to the Director General to that effect. The Member withdrawing shall not be entitled to any refund of membership dues paid.

Readmission

- 14. (a) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adherence to these Statutes, effective upon payment of the first year's membership dues.
- (b) Any Government agency, sub-national government, national and international non-governmental organisation, indigenous peoples' organisation and affiliate meeting the qualifications for membership

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may be readmitted by the Council, in accordance with the Regulations.⁷

Part IV - Organisation

15. The components of IUCN are:
 - (a) the World Conservation Congress;
 - (b) the Council;
 - (c) the National and Regional Committees, and Regional Fora of Members;
 - (d) the Commissions; and
 - (e) the Secretariat.
16. The Regions of IUCN shall be:
 - (a) Africa;
 - (b) Meso and South America;
 - (c) North America and the Caribbean;
 - (d) South and East Asia;
 - (e) West Asia;
 - (f) Oceania;
 - (g) East Europe, North and Central Asia; and
 - (h) West Europe.
17. The States included in these Regions shall be listed in the Regulations⁸. No State may be transferred between Regions without the approval of the World Congress.

⁷ See Regulation 26

⁸ See Regulation 36 and Annex to the Regulations

Part V - The World Conservation Congress

18. The World Congress shall be the highest organ of IUCN.

Format and Composition

19. The World Congress shall consist of the duly accredited delegates of the Members of IUCN meeting in session. The delegates of the Members in Categories A, B and C shall constitute, respectively, the governmental, non-governmental and indigenous peoples' organisation Categories of the World Congress.

19bis. The World Congress meeting in ordinary or extraordinary session shall have a hybrid format. It shall be held at a physical location (the "venue") whereby all duly accredited delegates of IUCN Members shall have the right to:

- a) participate in the Members' Assembly and exercise their right to speak and vote by attending either on site or remotely by using electronic means;
- b) participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means.

19ter. (a) In exceptional circumstances, an ordinary or extraordinary session of the World Congress may be held in a fully virtual format, whereby all duly accredited delegates of IUCN Members participate in the Members' Assembly and exercise their rights to speak and vote exclusively by electronic means. The principles of non-discrimination and freedom of expression set forth in Articles 21, as well as Article 23 shall apply mutatis mutandis. The Council shall decide whether it is possible to organize World Conservation Forum events entirely remotely.

(b) A fully virtual session of the World Congress meeting in ordinary session shall be held in conformity with the Rules of Procedure applied mutatis mutandis, either

- (i) if requested by at least one-fifth of the Members of either Category A or Categories B and C combined, or
- (ii) if the Council considers it necessary by a two-thirds majority of votes cast.

Functions

Commented [LDW2]: AG5: "A physical location" will include the possibility of convening Members physically at more than one physical location (e.g. in the regions) and connecting them by electronic means. The location of the Chair of the Congress will be considered as the venue of the Congress.

Commented [DWL3R2]: AG6: Upon reflection whether the wording shouldn't be more specific as to whether there will be one or more physical locations, AG agreed to keep the wording flexible, as is.

Commented [LDW4]: AG5:
 - A distinction must be made between participation at the Members' Assembly, where IUCN Members exercise their rights under Article 12 and decide at their own discretion to attend in person or by virtual means, and participation at the Forum where the option of virtual attendance will depend on the possibility of the organizers / the host country to provide this option.
 - Participation in the Members' Assembly and exercising a Member's right to speak and vote are both mentioned explicitly because participation is a right for all Members (in all Categories, whether or not they are eligible to vote) whereas Members with dues that are one or more years in arrears will not have the right to speak and vote in connection with elections, voting and motions.
 - At AG5, Luc explained that the words "to be decided entirely at the Member's own discretion" had been mentioned explicitly in Article 19bis (a) in order to protect that authority (it can't e.g. be restricted by a decision of a component such as the Congress itself) but also to differentiate from the Forum where the choice will be limited by the ability to virtualize Forum events.
 Sandrine/Luc: However, with hindsight Sandrine and Luc recommend not to mention it because all the Member's rights are exercised at the Member's own discretion and can't be curtailed. The right defined in this provision should therefore not be singled out and treated differently from the other rights of IUCN Members.

Commented [LDW5]: Sandrine/Luc: prefer to use consistently, throughout the Statutes, the terms "on site" and "remotely by electronic means" so that the difference between these two terms is absolutely clear to everyone.

Commented [LDW6]: AG5: Swiss Law requires that, in order to take valid decisions, the Members' Assembly may only meet in a fully virtual format if this possibility is explicitly provided in the Statutes.

Commented [LDW7]: AG5: To indicate that the conditions of Articles 21 and 23 will continue to apply even if the Congress is not held in a physical location, e.g. to take into account the choice of the country where the internet server is located with the view to guarantee that all participants will be able to connect without restrictions.
 Sandrine/Luc: In principle, the virtual meeting will be organized from IUCN's headquarters in Switzerland where IUCN has its seat and the Secretariat will provide the support.

Commented [LDW8]: AG5: To indicate that the Forum is not mandatory if an ordinary session of the Congress is convened in a fully virtual format.

Commented [LDW9]: AG5: The Council will play a major role to ensure that the fully virtual meeting is held under conditions that respect the Rules of Procedure, with adaptations made only if necessary as a consequence of the fully virtual format.

Commented [LDW10]: AG5: The threshold is high in order to ensure that the exceptional circumstances relate to issues affecting the ability of IUCN Members worldwide to travel to the physical venue of the Congress.

Sandrine/Luc: The high threshold only applies to the request to hold the ordinary session in a fully virtual format. The threshold for ...

Commented [DWL1R10]: AG6: requested Sandrine/Luc for the rationale for proposing a reference to "the total votes" instead of "the Members" and, if it there was no imperative legal reason, to change it to "the Members".

Sandrine/Luc: Swiss law establishes the threshold of one fifth of the Members for calling a Members' Assembly, whether an ordinary (...

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20. The functions of the World Congress shall be *inter alia*:
- (a) to define the general policy of IUCN;
 - (b) to make recommendations to governments and to national and international organisations in any matter related to the objectives of IUCN;
 - (c) to receive and consider the reports of:
 - (i) the Director General on the activities and the financial affairs of IUCN during the period since the preceding session of the World Congress;
 - (ii) the Treasurer;
 - (iii) the Chairs of the Commissions; and
 - (iv) recognized Regional Committees and of Fora;
 - (d) to receive the auditors' report and to approve the audited accounts;
 - (e) to consider and approve the programme and financial plan for the period until the next ordinary session of the World Congress;
 - (f) to determine the dues of Members of IUCN;
 - (g) to determine the number of the Commissions and their mandates;
 - (h) to elect the President, Treasurer, Councillors elected from the Regions, Indigenous Councillor and Chairs of Commissions;
 - (i) to elect such honorary officers as it deems appropriate;
 - (j) to appoint one or more auditors;
 - (k) to decide the suspension and expulsion of Members of IUCN;
 - (l) to decide appeals;
 - (m) to provide a public forum for debate on how best to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable; and

- (n) to perform such other functions as may be conferred by these Statutes.

Venue of the World Congress and Responsibility of Host State

- 21. The World Congress shall convene in Switzerland or in another State that agrees to host a session of the World Congress provided that:
 - (a) all persons entitled to attend the World Congress shall be admitted to that State ~~without discrimination;~~
 - (b) all participants in the World Congress, ~~whether attending on site or remotely by electronic means,~~ shall have the right ~~to access all of free expression in~~ sessions of the World Congress and associated meetings ~~and to express themselves freely in these sessions and meetings,~~ without discrimination;
 - (c) every effort shall be made to facilitate entry and return of material and equipment necessary for the World Congress; and
 - (d) all other provisions necessary for the functioning of the World Congress shall be provided in accordance with the terms of a written understanding between IUCN and the host State.

Commented [LDW12]: AG5: Paragraphs (a) and (b) are completed with an additional condition for hosting the Congress: the host country does not only have the obligation to admit all duly accredited delegates of IUCN Members to the venue of the Congress, but also to avoid any discrimination between delegates attending the Congress on site or remotely, e.g. by restricting the internet connectivity of certain remote participants or by obliging certain delegates to participate remotely in order not to have to admit them to their territory. If the host country fails to deliver on these essential conditions, Congress may be cancelled or Council may change its decision about the date and venue of the Congress.

Commented [DWL13R12]: AG6: agrees with the content but regrets that it reads weird (shall be admitted to the State and enabled to participate remotely). Suggestions made but rejected were: 1) remove "to that State" and 2) "may be enabled" instead of "shall be enabled" and 3) add "to that State and to the Congress". AG preferred to reword the sentence "all persons entitled to attend the World Congress shall be admitted to that State ~~and enabled to participate either on site or remotely by electronic means,~~ without discrimination" as follows: "all persons entitled to attend the World Congress shall be admitted to that State without discrimination ~~regardless of whether they decide to participate onsite or remotely by electronic means~~". The AG will review and confirm it again at its next meeting.
The AG re-iterated its agreement on the three principles agreed in Abu Dhabi on which this amendment is based: its agreement: 1. No discrimination as to who comes into the host country; 2. virtual participation should not become an alternative option for the host country to prevent anyone to enter its territory; 3. ensure all can connect remotely from anywhere without the host country putting up restrictions.

Sandrine/Luc: propose to leave Article 21 (a) as is (i.e. not amend the current wording of the Statutes) because it relates to the entry requirements and thus applies only to the participants attending the Congress in person. Instead, Article 21 (b) should be amended by adding the right to access all sessions of the Congress and associated meetings, whether attending in person or remotely.

AG accepted the proposed revised wording.

- 22. The venue shall be selected with a view toward holding the sessions of the World Congress in as wide a variety of Regions as possible.

Sessions

- 23. The Council shall, after considering suggestions of Members, determine the date and venue of each ordinary and extraordinary session of the World Congress. The decision of Council shall be communicated to the Members of IUCN by the Director General, with a provisional agenda, at least nine months in advance of each session.
- 24. The World Congress shall meet in ordinary session every fourth year. Each ordinary session shall include the World Conservation Forum and the Members' Assembly.
- 25. An extraordinary session of the World Congress shall be convened:
 - (a) if requested by at least one-fifth of the Members of either Category A or Categories B and C combined; or

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(b) if the Council considers it necessary.

26. The President, or one of the Vice-Presidents, shall preside at sittings of the World Congress. No persons shall preside over sittings involving elections in which they are candidates.

Elections

27. The President, the Treasurer and the Chairs of the Commissions shall be elected by the World Congress on the nomination of the Council. Nominations for the President may also be made by forty Members eligible to vote from at least three Regions, within the period prescribed in the Regulations.⁹

28. The Councillors elected from the Regions and the Indigenous Councillor shall be elected by the World Congress in accordance with Article 39 and the Regulations.¹⁰

Rules of Procedure

29. (a) The Rules of Procedure of the World Congress are annexed to these Statutes.¹¹

(b) Any Member eligible to vote may submit to the Steering Committee of the World Congress a motion to amend the Rules of Procedure, and if prior to a session of the World Congress, to the Council. The Steering Committee or Council shall recommend to the World Congress that the motion be:

- (i) accepted in its original form;
- (ii) accepted in an amended form; or
- (iii) rejected.

⁹ See Regulation 32

¹⁰ See Regulations 36 through 40

¹¹ The Rules of Procedure of the World Conservation Congress annexed to these Statutes, were amended by electronic ballot of the IUCN Members on 5 May 2012; by the IUCN World Conservation Congress on 14 September 2012; by electronic ballot of the IUCN Members on 27 April 2015; by electronic ballot of the IUCN Members on 13 October 2015; by the IUCN World Conservation Congress on 10 September 2016; by electronic ballot of the IUCN Members on 27 March 2019; and by the IUCN World Conservation Congress on 10 September 2021.

- (c) The Council may propose a motion for amendment of the Rules of Procedure.
- (d) Any amendment to the Rules of Procedure shall require a decision of the World Congress taken by simple majority.
- (e) The World Congress shall, when amending the Rules of Procedure, determine the effective date of such amendment.

Voting

- 30. Only Members in Categories A, B and C shall have the right to vote.
- 30*bis*. Votes from Members in Category B and votes from Members in Category C will be counted together to produce a combined voting result (combined vote).
- 31. Unless provided otherwise in these Statutes, decisions of the World Congress shall be taken by a simple majority of votes cast in Category A and in Categories B and C combined.
- 32. Abstentions shall not be counted as votes cast.
- 33. Multiple choice elections shall be as prescribed in the Rules of Procedure.
- 34. Governmental Members shall have voting rights as follows:
 - (a) Each State Member shall have three votes, one of which shall be exercised collectively by the Government Agency Members, if any, of that State;
 - (b) Government Agency Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote;
 - (c) Subnational Government Members within a State shall collectively have one vote, regardless of whether or not they are from a State which is a State Member;
 - (d) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.

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35. Non-governmental Members shall have voting rights as follows:
- (a) National non-governmental organisations shall each have one vote; and
 - (b) International non-governmental organisations shall each have two votes.

35*bis*. Indigenous peoples' organisation Members shall each have one vote.

Review of Decisions

36. Any decision of the World Congress taken in circumstances where:
- (a) fewer than half of the total votes in either Category A or Categories B and C combined were represented at that session of the World Congress, or
 - (b) the matter was not on the agenda distributed to Members before the World Congress,

shall be subject to confirmation by mail or electronic ballot if, not later than three months after the distribution of the decisions of the World Congress, so requested by a minimum of forty Members eligible to vote from at least three Regions. Pending such confirmation the decision of the World Congress shall be suspended.

Commented [LDW14]: AG5: This addition is intended to correct a lacuna in the Statutes

Commented [LDW15]: AG5: This is, strictly speaking, not a quorum requirement. The Congress may take valid decisions with whichever number of Members is represented either by delegates on site, by giving a proxy in accordance with Rule 66, or by delegates attending remotely. At the 2012 Congress in Jeju, Republic of Korea, the motion submitted by Council proposing to introduce a quorum requirement failed to reach consensus in the contact group and was therefore referred to the next Council for further examination. (Congress Decision 8 – Proceedings of the 2012 Congress, p.9), The Council 2012-16 decided not to submit a motion on quorum requirement to the 2016 Congress.

Part VI - The Council

Responsibility and Role

37. Subject to the authority, direction and policy of the World Congress:
- (a) the Council shall have responsibility for the oversight and general control of all the affairs of IUCN; and
 - (b) the roles of the Council, with specific functions elaborated in Article 46 and other relevant provisions of these Statutes, shall be to:
 - (i) set strategic direction and policy guidance for the work of the Union;

Commented [DWL16R15]: AG6: Considering that 40 is low as a threshold but consistent with Art. 27, it is beyond AG's mandate to make a proposal on a quorum requirement. Many discussions on quorum have already been held, noting also that quorum issues only pose risk in very rare circumstances. Through its report to Council, AG will make Council/GCC aware but leaves it to Council to consider/decide.

- (ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;
- (iii) fulfil its fiduciary responsibilities to the Members of the Union and render account to them on the achievement of the Union's objectives; and
- (iv) support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community.

Composition

38. The members of the Council are:

- (a) the President;
- (b) the Treasurer;
- (c) the Chairs of the Commissions;
- (d) other Councillors as follows:
 - (i) Councillors elected from the Regions;
 - (ii) the Indigenous Councillor;
 - (iii) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Councillor from the concerned Region; and
 - (iv) one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills.

39. There shall be a total of twenty-eight Councillors elected from the Regions. The number of elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from West Europe, and three (3) from East Europe, North and Central Asia.

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40. (a) Each Region shall have no more than one Councillor elected from the Regions from any one State. This does not preclude a Councillor elected from the Regions from the same State resident in a dependent territory of her/his State from being elected as Councillor elected from the Regions for a Region other than that of her/his State, or that s/he is elected for the same Region as her/his State but nominated by Members of part of a Region in which the dependent territory is located. There shall however be no more than two Councillors elected from the Regions from any State including their dependent territories in Council.
- (b) No more than two Chairs of Commissions shall be from the same State.
41. The terms of office of the President, Treasurer, Councillors elected from the Regions, Indigenous Councillor and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillor shall serve for the remainder of the term for which the other Councillors are elected.
42. Members of the Council shall not hold the same office consecutively for more than two full terms. For the purpose of this Article, the time served to fill the balance of the term of a Council member following a vacancy occurring in Council, shall not be counted.
43. The Council may fill any vacancies for the President, Treasurer, Chairs of Commissions and other Councillors that may occur, for the balance of the term concerned.
44. The Deputy Chairs of Commissions shall be entitled to participate in meetings of the Council. They shall be entitled to vote in the place of the Chair of their Commission when that Chair is absent.
45. The Council may invite observers to its meetings.

Functions

46. The functions of the Council shall be *inter alia*:
- (a) within the general policy of IUCN laid down by the World Congress, to give rulings on policy and to determine complementary policy guidelines;

- (b) to adopt and publicise statements on important issues concerning the objectives of IUCN;
- (c) to provide strategic direction, in consultation with the Membership, in relation to the development of, and to approve the quadrennial draft IUCN Programme for submission to the Congress;
- (d) to report and make recommendations to the Members of IUCN and the World Congress on any matter relating to the activities of IUCN;
- (e) to approve the programme and budget for the following year and to review regularly the implementation of the programme;
- (f) to review the work of the Commissions;
- (g) to approve the annual report of the Director General together with an account of income and expenditure and a balance sheet as at the end of the year;
- (h) to recognize National and Regional Committees and to consult with them and their members;
- (i) to admit Members and transfer Members of IUCN from one Category of membership to another;
- (j) to elect from among its members, up to four Vice-Presidents, chosen with due regard to geographical distribution and gender balance;
- (k) to appoint, and evaluate the work of, the Director General;
- (l) to nominate candidates for President, Treasurer and Chairs of Commissions having considered any proposals by Members of IUCN;
- (m) to appoint a Deputy Chair and Steering Committee of each Commission on receipt of nomination by that Commission's Chair and to confirm or otherwise change, upon proposal of the Commission Chair, the membership of the Steering Committee before the end of the second full calendar year following Congress;
- (n) to select the appointed Councillor;
- (o) to appoint the Legal Adviser;

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- (p) to report to the Members of IUCN on decisions taken which substantially affect the programme or the budget of IUCN;
- (q) to appoint a Preparatory Committee, Election Officer and a Motions Working Group in preparation for each session of the World Congress; and
- (r) to perform such other functions as may be conferred on it by the World Congress and these Statutes.

47. The Council may establish fees for participation in IUCN events.

48. In exceptional circumstances, the Council may by a two-thirds majority of votes cast, take measures that by Statute are prerogatives of the World Congress. In such cases, the Members of IUCN eligible to vote shall be notified promptly of these measures. If a majority of the Members eligible to vote in Category A or in Categories B and C combined, responding not later than three months of the date of the notice, signifies its disapproval, the measures shall be rescinded.

Bureau

49. The Council shall establish a Bureau which shall act on behalf, and under the authority of the Council between meetings of the Council.

Committees and Working Groups

50. (a) The Council may appoint committees and working groups, including but not limited to the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee, and in any such appointments it shall seek to reflect the geographic and other diversity of IUCN.
- (b) The Chairs of such committees and working groups will be elected for the first half of the term of Council and will be re-eligible at mid-term.

Meetings

51. The Council shall meet at least once a year. The President may convene a meeting of the Council whenever necessary and shall do so if requested by one-third of the members of the Council. If the President is incapable of convening a meeting of the Council, one of the Vice-Presidents may do so.

52. The President shall preside at meetings of the Council. In the President's absence, or in case of a conflict of interest, one of the Vice-Presidents or a member of the Council selected by those members of the Council present, shall preside.
53. The rules of procedure of the Council and the duties of the President, Vice-Presidents and Treasurer shall be as prescribed in the Regulations.¹²

Quorum and Voting

54. Half of the members of the Council, whether present in person or by proxy, shall constitute a quorum. In the event that a quorum is not present at a duly convened meeting of the Council, draft decisions may be prepared by those present and circulated to all members of the Council for decision by mail ballot on each item.
55. Unless provided otherwise in these Statutes, decisions of the Council shall be taken by a simple majority of the votes cast. Each member of the Council shall be entitled to one vote, and in the case of an equality of votes, the Chair of the meeting may cast the deciding vote.
56. In voting at the Council, abstentions shall not be counted as votes cast.

Proxy

57. If unable to attend a meeting of the Council, members of the Council may empower other members of the Council by written proxy to speak and vote on their behalf, complying with the instructions contained in the proxy. A member of the Council may accept no more than the number of proxies prescribed in the Regulations.¹³

Transparency

58. The work of the Council shall be conducted with transparency. The minutes shall be available to the Members of IUCN and a report on decisions shall be communicated to them. Discussions in closed meetings may be confidential as the Council may decide.

Duties of Members of the Council

¹² See Regulations 51, 48 (c) and 88

¹³ See Regulation 56

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59. The members of the Council shall have a fundamental obligation to serve IUCN with diligence and integrity.
60. The members of the Council shall disclose to the Council any potential conflict of interest on matters under consideration by the Council and refrain from participating in the discussion and voting on these matters.
61. No member of the Council may vote on any matter in which that member or a close relative has any legal or financial interest.
62. Members of the Council shall serve IUCN in their personal capacities and not as representatives of their respective States or organisations.
63. No member of the Council shall receive any remuneration from IUCN. Expenses incurred in the discharge of their duties may be reimbursed.

Vacation of Office

64. The office of a member of the Council shall *ipso facto* be vacated if that member is absent for three consecutive meetings of the Council without leave of absence from the Council.

Suspension and Expulsion of a Member of the Council

65. Should a member of the Council act in a manner seriously inconsistent with that member's duties, any two members of the Council and the President or a Vice-President may propose that the Council suspend that member. The member shall be afforded an opportunity to respond to the allegations made. Taking into account both the allegations and the response, the Council may suspend the member by a two-thirds majority of votes cast. If the suspended member of the Council so requests not later than one month of the decision, the Council's decision to suspend shall be referred to the Members of IUCN for confirmation by mail ballot. If there is no such request, or if the Council's decision is confirmed, the member of the Council shall be deemed expelled. If the mail ballot does not confirm the Council's suspension, then the member shall be reinstated.

Part VII - The National and Regional Committees and Regional Fora

66. Members of IUCN within a State, a Region or a part of a Region may organize committees restricted to Members of IUCN or their representatives

to facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN. A proposal to create such National or Regional Committees shall be made in accordance with the Regulations.¹⁴

67. The Council:
- (a) shall recognize only one National Committee for a State, and one Regional Committee for a particular Region or a part of the Region; and
 - (b) may recognize Interregional Committees for defined purposes and on such terms as it considers appropriate.¹⁵
68. Between sessions of the World Congress, a Regional Forum of Members may be held for each Region, or part of a Region, *inter alia*, to enable Members to participate in the preparation and evaluation of the programme and strategies of IUCN and to prepare for the next session of the World Congress. Either the Members, or the Council, may convene a Forum. All Members of IUCN in the Region have the right to be invited to and participate in a Forum. A Forum may determine its own organisation. The Rules of Procedure of the World Congress shall apply *mutatis mutandis* to such Regional Fora.
69. A National or Regional Committee shall not undertake substantial financial obligations until it has established its own legal personality or procedures in a form acceptable by the Council.
70. Every IUCN Member has the right to join the respective National Committee of its State and participate in the election of only one Regional Committee. If an IUCN Member belongs to a State with territory located in more than one IUCN Region, it may participate in the Regional Committee in the IUCN Region to which the State belongs or to the Region, or part of the Region, in which the Member is geographically located.
71. National and Regional Committees:
- (a) may have their own separate legal personality distinct from that of IUCN in a form acceptable to the Council;

¹⁴ See Regulations 61 to 63

¹⁵ See decision C/69/54 adopted by the IUCN Council at its 69th Meeting (March 2008)

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- (b) shall be self-governing and shall not impose financial obligations or liabilities upon IUCN, which shall not be responsible for commitments entered into by a Committee unless these have prior authorization of the Council; and
 - (c) shall work in partnership with the Secretariat and the Commissions and any in-country National or Regional Committees to formulate, coordinate and implement the Programme of IUCN.
72. Councillors elected from the Regions and other members of the Council resident in a State or Region where such Committees and Regional Fora have been established, shall be invited to participate in the meetings and activities of the corresponding National and Regional Committees and Regional Fora. Members of the Commissions resident in such State or Region, may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora. Each Commission may nominate an official representative of the Commission, resident in such a State or Region who may attend, and speak at, meetings of the governing bodies of the National and Regional Committees, without a right to vote.

Part VIII - The Commissions

73. The Commissions shall be networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN.

Composition

74. The World Congress shall establish the Commissions and determine their mandates, which shall be within the IUCN Programme. The Council may propose to the World Congress the creation, abolition, or subdivision of a Commission, or amendment of a Commission's mandate. The Council may establish a provisional Commission, pending a decision by the next ordinary or extraordinary session of the World Congress, provided that its mandate does not encroach on that of an existing Commission.

Functions

75. The functions of the Commissions shall be to fulfil their missions as defined in their mandates, including:

- (a) to analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work;
 - (b) to undertake tasks assigned to them within the integrated programme of IUCN;
 - (c) to provide advice on any matter within their fields of competence;
 - (d) to broaden knowledge and competence on matters relating to their mandates;
 - (e) to work with Members and the Secretariat to develop activities within the various Regions, and to support Members and components of IUCN with necessary expertise; and
 - (f) to undertake such other responsibilities as may be assigned to them by the World Congress and the Council.
76. The organisation, activities and financial management of the Commissions and procedure for the appointment of their members shall be as prescribed in the Regulations.¹⁶
77. The Chair of each Commission shall present a report at each ordinary or extraordinary session of the World Congress and each year to the Council.

Part IX - The Secretariat

78. The Secretariat shall consist of the staff of IUCN. The Director General shall be the chief executive of IUCN and the head of the Secretariat. The Director General shall be subject to the authority of the Council.
79. The Director General shall be:
- (a) appointed by the Council according to the highest standard of merit for such period and under such terms and conditions as the Council may determine;
 - (b) responsible for the implementation of the policy and the programme of IUCN as established by the World Congress and the Council;

¹⁶ See Regulations 71 to 84

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- (c) responsible for the finances and accounting of IUCN;
 - (d) responsible for coordinating the work of the Secretariat with all other components of IUCN;
 - (e) authorized to issue statements in the name of IUCN;
 - (f) authorized to sign all obligations on behalf of IUCN and to delegate such authority; and
 - (g) the head of the secretariat for the World Congress.
80. The Director General or the Director General's representative shall have the right to participate in, and speak at, meetings of the components of IUCN or any committee thereof, without the right to vote.
81. The Director General shall appoint the staff of the Secretariat in accordance with staff rules formulated by the Director General and approved by the Council. Staff selection shall be on the basis of merit, equal opportunity, gender equity and geographic balance, and be without discrimination on grounds of race or creed.
82. In the performance of their duties, the Director General and the staff shall not seek or receive instructions from any source external to IUCN. They shall refrain from any action incompatible with their position as staff members of an international organisation. Each Member of IUCN shall respect the exclusively international character of the responsibilities of the Director General and the staff, and not seek to influence them unduly in the discharge of their responsibilities.
83. The Director General shall submit to the Council an annual report on the activities of IUCN, together with an account of the income and expenditure and a balance sheet as at the end of the year and proposals for future activities. When approved by the Council, this report shall be communicated to the Members of IUCN.
84. The Director General shall prepare for presentation to each ordinary session of the World Congress, a report on the work of IUCN since its last session. The report shall be submitted by the Director General to the Council and presented to the World Congress with such comments as the Council may decide to make.

Part X - The Legal Adviser

85. The Legal Adviser shall provide legal advice to the World Congress, the Council and the Secretariat, and to such other components of IUCN as may be prescribed in the Regulations.¹⁷
86. The Legal Adviser shall have the right to participate in, and speak at, sessions of the World Congress, meetings of the Council or any committees thereof and such other components of IUCN as the Regulations may prescribe¹⁸, but without the right to vote.

Part XI - Finance

87. The income of IUCN shall be derived from membership dues, contracts, grants, donations, investments and from any other sources approved by the Council.
88. The Director General shall:
- (a) cause true and accurate accounts to be kept of all monies received and expended by IUCN;
 - (b) regulate all income and expenditure in accordance with the budget and establish internal controls, including internal audits, to enhance the effective and efficient use of the resources of IUCN;
 - (c) ensure that the accounts of IUCN are examined each year by the auditors appointed by the World Congress and that their written report is circulated to all Members of IUCN together with any comments of the Council;
 - (d) submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;
 - (e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress;

¹⁷ See Regulation 85

¹⁸ See Regulation 85

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- (f) submit each year to the Council the annual programme and budget for approval; and
- (g) in the event of unforeseen expenses and important variations from the projected income inform the Council and, if necessary, submit amended budgets to the Council for approval.
89. The Treasurer shall:
- (a) provide advice on the financial affairs of IUCN and report to the World Congress and the Council as described in the Regulations;
- (b) be kept informed by the Director General about IUCN's financial situation between sessions of the Council.
90. The Council may establish or approve endowment funds for IUCN dedicated exclusively to the support of IUCN, its objectives and programme. These funds shall be under the control of the Council, as may be prescribed in the Regulations.¹⁹

Part XII - Limitation of Financial Liability and Indemnity

91. The liability of a Member of IUCN shall be limited to the payment of its dues.
92. Notwithstanding Article 15(c), IUCN shall be liable only for its own financial undertakings and, subject to Article 71(b), not for those of any National or Regional Committee. The Council may establish procedures for indemnification of IUCN by any National or Regional Committee.
93. IUCN shall indemnify members of the Council, to the extent permitted by law, against claims arising from the normal exercise of their functions.

Part XIII - Mail and Electronic Ballots

94. All matters within the competence of the World Congress may be decided by mail or electronic ballot between sessions of the World Congress as prescribed in the Regulations²⁰. Such a mail or electronic ballot shall take place at the request of the Council or at least one fifth of the total voting

¹⁹ See Regulation 92 (d)

²⁰ See Regulation 94

Commented [LDW17]: AG5: This modification is intended to correct an anomaly that has existed in the Statutes since the adoption in 2015 of an amendment to Regulation 94 describing the procedure of electronic ballots between sessions of the Congress.

Commented [LDW18]: AG5:

a) Requests that the terminology indicating online/electronic ballot/discussion be harmonized across Statutes, Rules and Regulations.

b) Recommends Council to review the deadlines of Regulation 94 for electronic ballots between sessions of the Congress to "ensure that IUCN is more agile in its response to extraordinary circumstances" (2021 Decision 148, paragraph 4) taking into account that the digital platform currently under development for voting during Congress will also be used for electronic ballots between sessions of the Congress.

c) Requests Sandrine and Luc to list all matters that can't be submitted to an electronic ballot and should therefore only be discussed / decided in Congress;

d) Requests to add wording to indicate that certain matters can only be decided at Congress, as opposed to being submitted to an electronic ballot between sessions of the Congress.

Response Sandrine/Luc to items c) and d): It has proven difficult to compile an exhaustive list of the matters that are within the competence of Congress which the Statutes would reserve for decision exclusively during a session of Congress, as opposed to submitting them to an electronic vote between sessions of the Congress. Any list will be based on an interpretation of the wording of the provisions in Statutes and Rules of Procedure. Our advice therefore is to leave the wording of the Statutes unchanged. As a result, the interpretation up to now would prevail, which has been that, as a general rule, all matters within the competence of Congress shall be decided at a session of the Congress unless:

i. An extraordinary session of Congress is convened because the issue which has arisen is of such importance that it requires an immediate decision and cannot wait for the next ordinary session of the World Congress; or

ii. The issue can be dealt with by an intersessional electronic vote under Article 94 of the Statutes instead of an extraordinary session of the Congress; or

iii. The Congress itself has decided that proposals on specific issues shall be submitted to an intersessional electronic vote. The Congress may do so after exhausting the discussion on the issue concerned, or by considering that further discussion in Congress on the issue concerned is not necessary. Congress mandates to submit matters to an intersessional electronic vote have, in practice, also included amendments to the Statutes: see e.g.

- 2012 Congress decision 22 (to make clear the authority of the Members' Assembly to modify IUCN's mission and the nature of its membership)
- 2012 Congress decision 16 (to review the procedures and deadlines of the Statutes, Rules and Regulations)
- 2021 Congress decision 148 (enabling effective attendance and participation of Members in future sessions of the World Conservation Congress).

It might be worth noting, in this regard, that as provided under Regulation 94, the question submitted to the electronic vote (e.g. on amendments to the Statutes) may also include, beside yes, no or abstain, the option "refer to the next session of the Congress". Like Members, the Council also has the option to convene an extraordinary session of the Congress, possibly in a fully virtual ...

Commented [DWL19R18]: AG6: Agreed not to propose amendments in addition to those already agreed at AG5, recalling that "may" is the essential term in this provision. With hindsight, in order to "ensure that IUCN is more agile in its response to extraordinary circumstances" (2021 Decision 148, paragraph 4), AG also requested Sandrine/Luc to provide wording for an additional paragraph in Regulation 94 allowing Council, with a 2/3 majority, to apply shorter timelines in case urgent circumstances require it. The Legal Adviser suggested that the qualified majority for the Council decision may need to be specified in the Statutes.

Sandrine/Luc: provided the wording of an additional (last) phrase in Article 94 of the Statutes and an additional (last) paragraph in Regulation 94.

rights of Members eligible to vote in either Category A or in Categories B and C combined. If urgent circumstances require it, the Council may by a two-thirds majority of votes cast, apply shorter deadlines than those prescribed by the Regulations for electronic ballots.

95. All matters within the competence of the Council may be decided by mail or electronic ballot. Unless otherwise provided in the Statutes, such a mail or electronic ballot shall take place at the request of the President or at least ten members of the Council.
96. Decisions by mail or electronic ballot shall be governed, *mutatis mutandis*²¹, by the provisions on voting at the World Congress and at the Council.

Part XIV - External Relations

97. The Director General, with the consent of the Council, may establish appropriate working relations between IUCN and governments and organisations, whether national or international, governmental or non-governmental.
98. The Director General, with the consent of the Council, shall have the authority to take appropriate steps to obtain, in accordance with the laws of each State in which IUCN is to undertake activities, such legal status as may be necessary to carry out those activities.

Part XV - Seat

99. The seat of IUCN shall be in Switzerland.

Part XVI - Official Languages

100. The official languages of IUCN shall be English, French and Spanish.

Part XVII - Regulations

101. (a) The Regulations implementing these Statutes, adopted by the World Congress, may be amended by Council following communication of

²¹ See Regulation 94 for the procedure

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proposed amendments to Members for comments or objections as provided for in Article 102.

- (b) The Regulations shall conform to these Statutes, and neither limit nor expand the rights of the Members to exercise control on any matter governed by these Statutes. No amendment to the Regulations shall modify the character and the objectives of IUCN (Articles 1, 2 and 3 of the Statutes), the nature and categories of the membership (Articles 4 and 5 of the Statutes), admission criteria for Members (Articles 6 and 7 of the Statutes) and related Members' rights.
 - (c) Any proposed amendment shall be placed on the agenda of one of the periodic Council meetings and shall be adopted by a two-thirds majority of the votes cast at each of two successive periodic meetings of the Council.
102. (a) Any proposed amendment to the Regulations shall be separately communicated to the Members within 6 weeks after its adoption at the first of the two consecutive periodic meetings of the Council.
- (b) The communication to Members shall clearly alert Members to the proposed change and include the complete text of the proposed amendment(s) together with a full explanation of the reasons which led Council to propose the amendment(s) as well as any clarification of its content.
 - (c) Members shall be given three months to submit comments or objections, following which the Council at the second of two consecutive meetings may adopt, modify or withdraw the proposed amendment(s) in light of the comments or objections received.
103. The World Congress shall review, at the request of a minimum of forty Members eligible to vote, an amendment to the Regulations adopted by the Council at the second of the two successive periodic meetings, provided that the request is made not later than three months of the Council's communication of the adoption of the amendment. Pending such review, the effectiveness of the amendment shall be suspended.

Part XVIII - Amendment of the Statutes²²

²² These Statutes, adopted by the 1996 IUCN World Conservation Congress, have been amended by the IUCN World Conservation Congress on 24 November 2004 (Bangkok, Thailand), on 13

104. Any Member of IUCN may propose an amendment to these Statutes for the consideration of the Council. Such proposed amendments shall be received by the Secretariat not later than six months before the opening of an ordinary session of the World Congress. The Council shall inform the Member as to whether it proposes to lay the amendment before the World Congress, and if so, in what form.
105. Amendments to these Statutes may be proposed to the World Congress:
- (a) by the Council, which may incorporate in the proposals suggestions received from Members of IUCN under Article 104; or
 - (b) by any five Members in Category A or fifty Members in Categories B and C combined, provided that such proposals are received by the Secretariat not less than six months prior to the opening of an ordinary or extraordinary session of the World Congress.
106. The Director General shall communicate to the Members of IUCN, not less than three months prior to the date set for the opening of an ordinary or extraordinary session of the World Congress, any amendment to these Statutes proposed by the Council or by Members of IUCN under Article 105. Such communication shall include an explanation of the proposals and any comments of the Council.
107. Unless otherwise decided, amendments to the Statutes proposed in accordance with Articles 105 and 106, shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.
108. Whenever the Statutes of IUCN are amended, and the functions of various existing components of IUCN are affected, the existing components shall carry out the new duties under the amended Statutes during any transition period occasioned by the amendments.

Part XIX - Dissolution

October 2008 (Barcelona, Spain) and on 14 September 2012 (Jeju, Republic of Korea); by electronic ballot of the IUCN Members on 13 October 2015; by the IUCN World Conservation Congress on 10 September 2016 (Hawai'i, United States of America); and last amended by the IUCN World Conservation Congress on 10 September 2021 (Marseille, France).

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109. The World Congress may only resolve on the dissolution of IUCN on the basis of a written motion to be sent to all the Members of IUCN at least four months prior to the date scheduled for the opening of the session of the World Congress at which it is to be considered. Adoption of such a motion shall require a majority of three-quarters of the votes cast by Members in Category A and of three-quarters of the votes cast by Members in Categories B and C combined.
110. Upon dissolution, the assets of IUCN shall be distributed to an institution with objectives similar to those of IUCN, in accordance with the law of Switzerland.

Part XX - Interpretation

111. The English, French and Spanish texts of these Statutes shall be equally authentic.
112. Authentic texts in other languages may be adopted by the World Congress.
- 112*bis*. 1. For purposes of interpretation and application of IUCN's Statutes, Rules of Procedures and Regulations:
- (a) The term "year," following or preceding a given date shall mean, respectively, the period between such given date and:
 - (a) the same date of the subsequent year, inclusive, or
 - (b) the same date of the preceding year, inclusive.
 - (b) The term "month" following or preceding a given date shall mean, respectively, the period between such given date and:
 - (a) the same date of the subsequent month, inclusive, or
 - (b) the same date of the preceding month, inclusive.
 - (c) The term "week" following or preceding a given day shall mean, respectively, the period between such given day and:
 - (a) the same day of the subsequent week, inclusive, or

(b) the same day of the preceding week, inclusive.

2. If, in the application of the provisions in preceding paragraph 1, the relevant date of the following or preceding year or month is absent, then the next-available date shall apply.

Part XXI - Final Clause

113. These Statutes, adopted by the Members of IUCN, meeting at the 1st World Conservation Congress in Montreal from 13 to 23 October 1996²³, shall entirely replace and substitute for the previous Statutes with effect from 24 October 1996, provided that nothing herein shall affect the validity of decisions taken under the previous Statutes.

²³ Amended by the IUCN World Conservation Congress on 24 November 2004 (Bangkok, Thailand), on 13 October 2008 (Barcelona, Spain) and on 14 September 2012 (Jeju, Republic of Korea); amended by electronic ballot of the IUCN Members on 13 October 2015, amended by the IUCN World Conservation Congress on 10 September 2016 (Hawai'i, United States of America); and last amended by the IUCN World Conservation Congress on 10 September 2021 (Marseille, France). The Rules of Procedure of the World Conservation Congress annexed to these Statutes, were amended by electronic ballot of the IUCN Members on 5 May 2012; by the IUCN World Conservation Congress on 14 September 2012; by electronic ballot of the IUCN Members on 27 April 2015; by electronic ballot of the IUCN Members on 13 October 2015; by the IUCN World Conservation Congress on 10 September 2016; by electronic ballot of the IUCN Members on 27 March 2019; and by the IUCN World Conservation Congress on 10 September 2021.

ANNEX - RULES OF PROCEDURE OF THE WORLD CONSERVATION CONGRESS

Part I - Legal Status

1. These Rules of Procedure govern the conduct of the World Conservation Congress (hereinafter referred to as “the World Congress”) and shall be read in conjunction with the Statutes and the Regulations of IUCN.

Part II - Structure of the World Conservation Congress

World Conservation Forum

2. Following the opening of the World Congress, the World Conservation Forum shall be held, consisting of ~~events~~sittings to consider major thematic areas of the IUCN Programme and to facilitate the sharing of information and experience. To the extent possible, some Forum events may be open for attendance on site or remotely by electronic means. Members of the public may register to attend specific Forum events that are ~~Some sittings on major issues related to the conservation of nature and natural resources may be~~ open to the public.

Members’ Assembly

3. The Members’ Assembly shall ~~sit and~~ deal with the business and policy of IUCN, in accordance with the Statutes.

Associated Meetings

4. The Council may authorize and schedule time for workshops, technical and other meetings held in conjunction with a session of the World Congress.

Part III - Delegates and observers

Delegates

5. Any Member wishing to exercise its rights ~~in sessions of~~ the Congress, whether by participating on site or remotely by electronic means, shall nominate a Head of Delegation through a duly authorized representative.

Commented [LDW20]: AG5: Indicate that to the extent possible, some events may be hybrid, and that members of the public must register before attending Forum events open to the public.

Commented [LDW21]: AG5: As the Congress is henceforth a hybrid event, the term “sit” should be avoided as it may be understood to refer only to a physical event.

Commented [LDW22]: AG5: It must be absolutely clear that Members participating remotely must also be accredited, i.e. designate a Head of Delegation and its delegates must be registered (see Rule 12). The accreditation of Members participating remotely is essential to guarantee the reliability and security of the voting and accreditation system as well as the speaking rights and the quorum (a posteriori only), and the accuracy of the calculation of majorities at the time of voting. The names of Heads of Delegations of Member delegations participating online will also be included in the list of participants that will be included in the Congress Proceedings.

Commented [DWL23R22]: AG6: recognizes that the wording added is repetition with rights already described elsewhere in the Statutes but given that “head of delegation” has been a well-known concept in the context of a physical Congress, it could be important to recall here that it will continue to be used in the context of a hybrid Congress where it will also apply to remote participants in addition to those attending on site.

6. Any Head of Delegation who is unable to attend a **sitting** of the World Congress may be replaced by another delegate duly authorized to that effect by such Head of Delegation or by a duly authorized representative of the Member or, in the case of a State Member, in accordance with this State's procedures.
7. No member of the Secretariat of IUCN shall be appointed as a delegate or an observer to the World Congress.

Observers

8. Non-Member States and organisations with which IUCN has formal working relationships may be represented at the World Congress by observers at the invitation of the Council.
9. Members of Commissions, Honorary Members and Patrons may attend the World Congress as observers.
10. Members of formally-established working groups of IUCN, and other persons having similar working relationships with IUCN who are not members of a delegation, may attend the World Congress as observers at the invitation of the Director General.

[Note: Rule 11 was removed following an amendment adopted by electronic ballot on 5 May 2012]

Credentials

12. Delegates from Member and observer organisations/institutions are duly accredited in accordance with, respectively, Article 19 of the Statutes and Rule 8, if they are duly registered to the Congress and if the Head of Delegation has been designated by the duly authorized representative of the organisation/institution.

Part IV - Committees of the World Conservation Congress

13. The World Congress shall establish Steering, Resolutions, Credentials and Finance and Audit Committees and such other committees as it may consider necessary for the conduct of its business, and shall define their terms of reference.

Commented [LDW24]: AG5: TO BE VERIFIED WITH THE IT TEAM

In principle, changing "authorized vote holder (AVH)" should remain possible before the beginning of each sitting (and not during the sitting). However, the implications of "delayed voting" (even if reduced to only 1 hour) must be carefully examined and assurances given that the new digital platform will allow a change of AVH even if the previous "instance", i.e. the delayed voting opened during the previous sitting has not fully ended. If not, this will have to be modified.

Also to be verified is the question whether the AVH that is physically present can be replaced during Congress by another AVH connected participating remotely, or vice-versa.

Commented [DWL25R24]: AG6: The Membership Unit suggested to replace "head of Delegation" by AVH because "delegation" is mostly associated with people physically present, while the digital platform under development will not only be used for votes during Congress but also for intersessional votes where IUCN Members are used to refer to "the AVH". During the discussion it was also recalled that the head of delegation should not be the only one allowed to speak or vote for a Member, and that any member of a delegation may be authorized to vote (e.g. a Minister who is head of Delegation would not always be the one casting the vote).

AG agreed, however, that "head of Delegation" and "AVH" is an artificial distinction as both terms mean the same thing. Noting that "AVH" does not appear in any of the statutory documents, it might therefore be more confusing to add a new term or to replace one term for the other. Instead, AG requested that it be clearly explained to Members in a footnote in the Rules and Regulations, in the voting system and in communications about it, that both terms cover the same authority, and that both can delegate the right to vote and to speak to someone else, either in Congress or in the context of an intersessional vote. The AG requested that this be verified with the IT team as soon as possible.

Commented [DWL26R24]: On 9 May 2023, François Jolles, IUCN Director Global Information Systems Group, wrote: changing AVH or HoD is possible before the sitting, but not during the sitting. Even if the vote is delayed, the HoD will stay the same for that sitting, the role is assigned by sitting. If the timing of the delay overlap with a second sitting, this has no impact, only the HoD defined during the sitting in which the vote is started can vote. There is no impact of the physical presence or not for the HoD, as the tool is the same, it doesn't matter where the person is physically located. For us, using AVH or HoD is not important as long as the role is clearly defined by the rules as being the person in charge of voting, and does not represent someone physically present or not. WE internally used AVH to be clear, but we can replace it with HoD to avoid any further confusion.

On 9 May 2023, Sung-Ah Lee, Deputy Director General, added: HoD can be changed at any time **before** a sitting, however for practical reasons, we recommend a **minimum of 1hr before the sitting** to allow the election officer to check if required before the sittings. **There is no change allowed during a sitting.** In the eventual case of a delayed vote, the HoD defined for that sitting is the only person allowed to vote even if the timing overlaps with the next sitting session.

Rules of Procedure of the World Conservation Congress

14. Each such committee shall regulate its own business and shall appoint a Rapporteur.

Steering Committee

15. The Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, Vice-Presidents and Director General shall comprise the Steering Committee which shall be charged with the general duty of forwarding the business of the World Congress.
16. The President, a Vice-President or other member of the Council shall preside over the Steering Committee.
17. All matters concerning the organisation of the World Congress shall be referred to the Steering Committee.
18. The Steering Committee shall meet as necessary during the World Congress and shall invite concerned individuals as necessary to join in its meetings.

Resolutions Committee

19. The World Congress shall elect a Resolutions Committee.
20. The Resolutions Committee shall include the members of the Motions Working Group appointed by the Council.

Credentials Committee

21. The World Congress shall elect a Credentials Committee, composed of members nominated by the President and including the Director General or the Director General's representative *ex officio*. The Credentials Committee shall examine credentials and other matters within its terms of reference as defined by Council, and report to the World Congress. The report shall include the number of votes to be exercised by each delegation in accordance with the Statutes.

Part V - Secretariat of the World Conservation Congress

22. The Director General shall be the head of the secretariat for the World Congress.

23. The Secretariat shall provide the World Congress with such secretarial and other assistance as it requires. It shall be responsible for preparing, receiving, translating and circulating the official documents of the meetings by electronic means and for arranging interpretation.

Part VI - Debates

Order and Discipline

24. The President, or one of the Vice-Presidents or a member of the Council, shall take the Chair at sittings of the World Congress.
25. The duties of the Chair shall be:
- (a) to open, suspend and close sittings of the World Congress;
 - (b) to announce, at the end of each sitting, the date, time and agenda items for the next sitting;
 - (c) to guide the debates of the World Congress;
 - (d) to maintain order, call on speakers, limit interventions, close debates, put questions to the vote and announce the results of votes; and
 - (e) unless other arrangements have been made, to submit the proposals of the Council to the World Congress.
26. The Chair shall call to order any participant who causes a disturbance during the proceedings or otherwise contravenes these Rules of Procedure.
27. In the event of persistent disturbance or contravention of the Rules of Procedure, the Chair may propose that the offender be excluded for the remainder of the sitting. The World Congress shall decide on this proposal forthwith and without debate.

Participation in Sittings

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

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29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members' Assembly decides otherwise for the next World Conservation Forum.
30. Participation in selected sittings of the World Conservation Forum and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees.

Right to Speak

31. The Chair shall recognize all participants who request the floor, and shall as far as possible call on them in that order, allowing diverse view points to be heard.
32. Participants may speak only if called upon by the Chair.
33. The Director General may at any time with the permission of the Chair, make oral or written statements to the World Congress on any question brought up for discussion.
34. Where a motion is debated, the Chair shall, where appropriate, alternately call speakers for and against the motion.
35. The Chair may prescribe a time-limit for speakers and limit interventions accordingly.
36. A speaker shall not be interrupted except on a point of order. The speaker may, however, with the permission of the Chair, give way during a speech to allow any other delegate or observer to request elucidation on a particular point in that speech.
37. If a speaker is irrelevant or disruptive, the Chair may call the speaker to order. In the event of persistent irrelevance or disruption, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. Participants who consider that they have been denied the right to speak because they have not gained recognition may also appeal. The Steering Committee shall report on the appeal to the World Congress at the beginning of its next sitting and the World Congress shall vote on the matter unless the Chair annuls the Chair's earlier decision.

38. A participant who wishes to make a personal statement or explanation or exercise a right of reply shall be heard at the Chair's discretion.
39. No speaker may speak for more than five minutes on any of the following:
- (a) an explanation of votes;
 - (b) any question of procedure; or
 - (c) a personal statement or explanation.
40. The Director General shall ~~provide the electronic system enabling issue one recognition card for the right to speak to~~ each delegation, each affiliate, each member of the Council, each Commission Deputy Chair and ~~to~~ any other observers as the Council shall decide ~~to exercise their right to speak~~. Observer delegations from recognized National or Regional Committees may each request ~~one recognition card enabling the delegation to be provided the same means to~~ speak on behalf of the Committee in accordance with Regulation 66 (e).

Commented [LDW27]: AG5: To enable the use of a digital platform accessible to all delegations on site and remotely to exercise their right to speak instead of the recognition card for the right to speak which used to be part of the system on site enabling delegations on site to request for the floor. The same term "electronic system" is used in parallel with Rule 63 concerning the electronic voting system.

Procedural Motions

41. A participant shall have prior right to speak in order to:
- (a) call the attention of the Chair to a point of order or an abuse of the Rules of Procedure;
 - (b) move the adjournment of the debate (which motion may be moved not more than once in the course of a debate);
 - (c) move the closure of a debate at the end of an intervention; and
 - (d) move that the sitting be closed.
42. The above matters shall take precedence over the main question, debate on which shall be suspended whilst they are considered.
43. In debate on motions for adjournment, for closure of a debate, and that the sitting be closed, only the following may be heard: the proposer, one speaker against and the Chair or Rapporteur of the committee or committees concerned. The Members shall then take a decision.

44. An appeal by a voting delegate against a ruling by the Chair shall be made to the Steering Committee. The Chair shall announce the decision of the Steering Committee to the World Congress which may confirm or change that decision.

Part VII - Agenda and Motions

Agenda

45. The Director General, in consultation with the Council, shall prepare a draft agenda conforming with the tentative agenda previously circulated according to the Statutes, for each session of the World Congress showing, so far as circumstances permit, at which sittings particular matters will be debated. The draft agenda and documents originating with the Council or the Secretariat and relating to matters requiring the approval of the World Congress shall be circulated to the Members of IUCN not later than three months before the start of the World Congress. The draft agenda shall be submitted for adoption at the first sitting of the World Congress.
- 45*bis*. The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on:
- (a) The IUCN Programme and Financial Plan for the period until the next ordinary Congress and related Member proposals which have not been incorporated in the draft Programme or Financial Plan submitted to Congress;
 - (b) The mandates of the IUCN Commissions and related Member proposals which have not been incorporated in the draft mandates submitted to Congress;
 - (c) A limited number of motions which, in the opinion of the Motions Working Group,
 - i) warrant debate at the global level during the Congress because they are of significant importance for conservation and for the IUCN and its Members; or
 - ii) have been the subject of such debate and divergent proposed amendments or that are so controversial that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; and

- (d) Motions pertaining to the governance of IUCN including amendments to the IUCN Statutes and Rules of Procedure, if any are proposed.

45ter. With the purpose of increasing the time available for discussion, the Council may decide that contact group meetings may be convened by electronic means for a first discussion of any of the topics listed in Rule 45bis (a) (b) and (d), in the three weeks preceding the Opening of the Congress.

45~~quarto~~ter. At or before the time Members are invited to submit motions in accordance with Rule 49, the Council shall publish a report on the status of implementation of the Resolutions and Recommendations of the previous Congress. The report shall be tabled for discussion during the Members' Assembly.

46. Any appeals against Council decisions shall be placed on the agenda.
47. Once adopted, proposals to add to or otherwise to alter the agenda may only be submitted to the World Congress by the Steering Committee.

Motions

48. For the purpose of these Rules of Procedure, a motion means a draft in writing of any decision which the World Congress is requested to take. Such motion may take the form of a resolution, recommendation, expression of opinion or proposal. Resolutions are directed to IUCN itself. Recommendations are directed to third parties, and may deal with any matter of importance to the objectives of IUCN.
- 48bis. Consistent with Article 20 (a) and (b) of the Statutes, the purpose of the motions is to define the general policy of IUCN and to influence the policies or actions of third parties, or to address the governance of IUCN, within the parameters of IUCN's objectives as set forth in Articles 2 and 3 of the Statutes.
49. (a) Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress.

Commented [LDW28]: AG5: The same approach as for contact groups on motions. Cf. Rule 56 (d). Except that in Rule 45ter it does not concern motions but proposals from Council, hence the Council takes the decision instead of the Motions WG. These virtual meetings are called "contact groups" in order to make it clear that participation in these meetings is as defined for contact groups in Rule 56 (a) and (e).

TO BE CONSIDERED BY THE SECRETARIAT
As they happen before the Opening of the Congress, the Secretariat, as opposed to the host country, will be responsible for organizing these contact group meetings. The resource implications must be carefully examined.

Commented [DWL29R28]: AG6 noted that the resources implications of these virtual meetings are minimal and the Secretariat should include these in its contingency plans for Congress. The period of three weeks is short in order to avoid overloading people's calendars, but long enough to avoid that CG meetings coincide with delegates' travel to the venue of the Congress.

Rules of Procedure of the World Conservation Congress

- (b) The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56.
 - (c) The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.
- 49 *bis*. Members proposing a motion concerning an issue arising in a State or States outside of their own Region shall make best efforts to secure factual information substantiating their proposal, and present such evidence upon request (a) at the time the proposal is submitted to the Director General and (b) at the World Congress. Such motion shall be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned.
50. An explanatory memorandum of a maximum of five hundred words, in any of the official languages, may be appended to the text of a motion, and circulated as submitted, but shall not form part of the motion or be put to the vote.
51. Members shall be invited to submit proposals to modify the draft IUCN Programme and proposals regarding the mandates of the IUCN Commissions, online, at the same time as they are invited to submit motions in accordance with Rule 49. Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Motions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action.
- 51 *bis*. National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to or instead of submitting a motion.
52. Motions may be submitted at the World Congress
- (a) either by the Council, or by
 - (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and

- (c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii. and ix. and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:
 - i. “New” means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and
 - ii. “Urgent” means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.

53. Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until the end of the plenary sittings on the first day of the Members’ Assembly. Motions received after such deadline shall be admitted only with the consent of the President.

54. Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the following requirements:

(a) related to content:

- i. Propose or modify IUCN’s general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy;
- ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable;
- iii. Contain technically sound and coherent arguments;
- iv. Be precise in what they aim to achieve;
- v. Propose aspirational goals that are reasonable;
- vi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and
- vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

- viii. Be submitted before the deadline established in Rule 49;
- ix. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49*bis*;
- x. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and c) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;
- xi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49*bis*; and
- xii. Use the template to be approved by Council.

55. Except for appeals referred to in Rule 62*ter*, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the amendment of a draft motion by the Motions Working Group or Resolutions Committee. The Chair shall announce the decision of the Steering Committee and the World Congress may confirm or change that decision.

Commented [FCS30]: Sandrine/Luc: This is an appeal in the same way as those referred to in Rule 44 and thus a procedural motion that must be voted upon instantly in accordance with Rule 67.

56. (a) The Resolutions Committee may refer a motion to a committee or *ad hoc* contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next session of the World Congress.

Commented [LDW31]: AG5: The existing wording allows Members to designate more than one delegate to a Contact Group meeting or to more than one Contact Group meeting convened in parallel. All Member delegates may speak in Contact Groups, including if more than one delegate is present in the same Contact Group meeting. If more than one delegate of a Member takes the floor, the Facilitator of the Contact Group may ask the Member to show restraint in order to allow other Member delegates to speak first. The Congress digital platform will not restrict speaking rights in Contact Groups automatically to the AVH only or to one delegate of each Member only.

(b) The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.

(c) OPTION 1: When meeting during the World Congress, contact groups shall have a fully virtual format as defined in Article 19*bis* of the Statutes.

OPTION 2: When meeting during the World Congress, contact groups may have a fully virtual or hybrid format as defined in Article 19 of the Statutes.

(d) With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of opportunity during the Congress, the Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the Opening of the Congress.

(e) Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d).

(f) For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. Drafting group meetings [OPTION 1: shall also be convened in a fully virtual format] [OPTION 2: may also be convened in a fully virtual or hybrid format].

(g) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

57. When the consideration of a text of a motion has been concluded, a vote shall take place on the text as a whole. Before that vote takes place, explanations of the text may be given, if the World Congress so decides.

Amendments to Motions

58. Any delegate may propose amendments to any motion.

59. (a) Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated.

Commented [LDW32]: AG5: Contact groups shall follow the same rules as the Members' Assembly of which they are an emanation. Contact Groups should therefore be hybrid meetings.

FOR THE ADVISORY GROUP'S CONSIDERATION
The Secretariat's Global Events and Convenings Unit suggests to keep the options open whether contact groups shall be hybrid or fully virtual in function of the possibilities at the venue of the Congress. Hybrid contact groups require the availability of multiple meeting rooms with technical equipment for online participation at contact groups meeting in parallel. This is not (yet) part of the negotiation of the Host Country Agreement for the 2025 Congress. Taking into account that the prospect of a hybrid Congress, IUCN may face less interest for hosting IUCN Congresses of the size we used to know. In that regard, the extra cost of multiple hybrid meetings could be prohibitive for prospective candidates.

Commented [DWL33R32]: AG6: The AG acknowledged that, in principle, Contact Groups (CG) are an emanation of the Congress and should therefore follow the rules for the Members' Assembly, and that, although the system developed for the plenary sittings may also enable the application of the same rules to CG, it might become complicated and expensive. However, after careful consideration of the request for a flexible approach, the AG preferred to change the amendment in Rule 56 (c) in favour of two options, for further consideration, and requested Sandrine/Luc for the wording of these options: either 1) CG "shall be fully virtual to enable equal participation of Members" (taking into account that in 2021 everyone was satisfied with the CG being fully virtual and no one felt disadvantaged because some groups met exclusively on site), and 2) keep a flexible approach by replacing "shall" by "may" (on the understanding that CG will in principle be virtual but that if circumstances permit, they will be hybrid), noting that this may put the Members connected remotely at a disadvantage.

Sandrine/Luc: the wording of Rule 56 (c) could be as follows: ...

Commented [FCS34]: Sandrine/Luc: These virtual meetings are called "contact groups" in order to make it clear that participation in these meetings is as defined for contact groups in Rule 56 (a) and (e).

Commented [LDW35]: AG5: It should be avoided to convene contact groups at the time most delegates are traveling to the Congress venue. The virtual contact groups meeting prior to Congress can also be considered as part of the section "Online discussion and electronic vote of motions prior to ordinary sessions of the Congress" (Rules 62bis to 62septimo). However, given the proximity to the Congress and that the vote will anyway be taken ...

Commented [DWL36R35]: AG6 noted that the resources implications of these virtual meetings are minimal and the Secretariat should include them in its contingency plans for Congress. The period of three weeks is short in order to avoid overloading people's calendars, but long enough to avoid that CG meetings coincide with delegates' travel to the venue of the Congress. This wording has been harmonized with that of (new) Rule 45ter.

Commented [FCS37]: AG5: Taking into account the feedback from 2021 Congress participants that more discipline is required from Commissions in contact groups.

Sandrine/Luc: This may go beyond the mandate defined in 2021 Congress decision 148. The AG and Council should consider whether to include this element as part of the amendments submitted *en bloc* as one consistent package of amendments required to achieve a fu ...

Commented [DWL38R37]: AG6: With hindsight, AG considered the addition of the words "The Chairs of the IUCN Commission shall designate for each Contact Group the Commission member who speaks on behalf of the Commission concerned" beyond the scope of its mandate. Instead, the AG report to GCC Council will draw attention to the need for more discipline, and a coherent ...

Commented [LDW39]: Sandrine/Luc: Subject to the same remark as under 56 (c): FOR THE ADVISORY GROUP'S CONSIDERATION

Commented [DWL40R39]: AG6: decided that the question of the format of drafting group meetings should be resolved in the same way as the contact groups under Rule 56 (c).

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- (b) Ordinarily, all amendments shall be transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group.
 - (c) The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.
60. Amendments shall have priority in debate over the original text to which they relate and shall be put to the vote before that text.
61. If two or more amendments relate to the same part of a motion, the amendment which differs most from the text which it is sought to amend shall be put to the vote first. If it is agreed to, other contradictory amendments to the same part shall be considered as having thereby been negated. If the amendment is not agreed to, the amendment next in priority shall be put to the vote, and the same procedure shall be followed for each of the remaining amendments. In case of doubt as to the degree of priority, the Chair shall give a ruling.
62. The Resolutions Committee or, in special circumstances when an amendment is proposed in the course of a debate, the Chair, may propose that amendments should be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group.

Online discussion and electronic vote of motions prior to ~~ordinary sessions~~ of the Congress

- 62*bis*. (a) The Motions Working Group shall have the authority to submit the motions to an online discussion to be held prior to Congress. ~~The Motions Working Group shall~~ specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly, and which motions will be put to an ~~electronic ballot~~online vote prior to Congress subject to Rule 62*quinto*.
- (b) The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49.
 - (c) The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to

Commented [LDW41]: AG5: the online part of the motions process as described in this section is typically a feature of ordinary sessions of the Congress, although this was not made explicit at the time the provisions of this section were adopted by electronic vote of IUCN Members in 2015.

the procedure for discussion and amendment of motions during Congress.

- (d) Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in the online discussion of motions only in a technical advisory and support capacity.
- (e) As part of the online discussion, the Motions Working Group may convene contact groups exclusively by electronic means, with the view to advance the discussion of motions or specific aspects thereof. The outcomes of such contact group meetings must be posted online, visible to all Members.

62ter. The Congress Preparatory Committee established by Council in conformity with Article 46 (p) of the IUCN Statutes shall decide any appeal from a proponent and cosponsors against the classification, exclusion or amendment by the Motions Working Group of a motion referred to the electronic discussion and vote prior to the World Congress. In the case of an appeal against the decision to refer a motion to the electronic vote prior to Congress, the only permissible ground for appeal is that an error was made in not classifying the motion as qualifying for consideration at the Members' Assembly. Any appeals under this Rule shall be received by the Congress Preparatory Committee by no later than two weeks following the date of the publication of the motions.

62quarto. The Congress Preparatory Committee acting as appeals body will include individuals representing the common interests of Members but who are not themselves members of the Council or personally involved with the motions process. The Congress Preparatory Committee acting as appeals body shall be chaired by one of its members who is not the Chair of the Congress. In the case of an equality of votes, the Chair of the Congress Preparatory Committee acting as appeals body may cast the deciding vote.

62quinto. Following the close of the online discussion the Motions Working Group will

- (a) submit each motion, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members eligible to vote with the exception of the motions that warrant debate at the global level during the Congress which will continue to be discussed and voted upon during the Members' Assembly. The electronic vote shall be opened and closed on

Commented [LDW42]: AG5: Advisable, given the positive feedback from the virtual contact groups held during the 2021 Congress.

Sandrine/Luc: Also these virtual meetings are called "contact groups" as the concept is well-known and participation is governed by Rule 56 (a) and (e).

However, the online discussion of motions in accordance with Rule 62bis and following, has so far basically been an online discussion where Members share their comments, arguments and counterarguments, and questions, in writing, online, visible to all other IUCN Members. For the purpose of transparency, to allow all Members, i.e. also those not taking part in "contact groups", to take cognizance of the discussions in contact groups, the outcomes of contact group meetings must be posted in writing, online, visible to all Members.

FOR THE SECRETARIAT'S CONSIDERATION:

The Secretariat will be in charge of organizing these contact group meetings, possibly with the support of the digital platform under development of the Congress and intersessional electronic votes so that participation in these meetings can be held in an "organized way". The resources required will have to be examined. This should be explained in a procedure for the online discussion.

Commented [DWL43R42]: AG6 noted that the resource implications of these virtual meetings are minimal and the Secretariat should include them in its contingency plans for the online discussion of motions.

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dates prior to the opening of Congress to be determined by Council. Paragraphs c. to g. of Regulation 94 shall apply *mutatis mutandis* to the electronic vote on motions; or

- (b) refer to the Members' Assembly for continued debate and vote ~~on the floor~~, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.

62*sexto*. Rules 58 to 62 shall apply *mutatis mutandis* to the process of amending motions during the online discussion and the vote on amendments proposed during the online discussion, it being understood that the Motions Working Group will have the same authority that the Resolutions Committee or the Chair of the Congress exercise under these Rules.

62*septimo*. Motions adopted by electronic ballot by Member Category A and by Member Categories B and C combined shall have the same validity as motions adopted during sittings of the Members' Assembly. The Members' Assembly will 'record' *en bloc* the adoption of motions through an electronic ballot prior to Congress but shall not, however, re-open the discussion or the vote on any of them. The motions whose adoption by electronic vote is so recorded by decision of the Members' Assembly shall be effective as of the date of such decision.

Part VIII - Methods of Voting

~~Voting Cards and Electronic Voting System~~ Cards

- 63. ~~Voting cards marked to distinguish the session of the World Congress concerned and, if required under Rule 67, electronic voting cards shall be distributed to Heads of Delegation from Members eligible to vote by the Secretariat in accordance with the report of the Credentials Committee. Voting on motions and elections shall be conducted with the use of an electronic voting system, the accuracy of which shall be monitored by the Election Officer.~~
- 64. ~~The voting cards given to delegates of Category A Members shall be white; those to Category B Members shall be green and those to Category C Members shall be blue. In the case of electronic voting, the electronic voting card shall be programmed so as to ensure that The electronic voting system~~

Commented [LDW44]: AG5: Paper ballot is no longer a valid option. The wording of Regulations 40*bis* and 40*ter* can be entirely moved to the Rules of Procedure and the section "Electronic Voting and Elections" removed from the Regulations in order to avoid duplication. In the (unlikely) event that the electronic systems do not work, the Congress should be suspended until all Members, onsite in person or remotely by electronic means can participate and access the voting system again. All decisions of Congress adopted before the suspension remain valid.

shall be programmed with the number of votes to which each Member is entitled by the Statutes. The votes yes, no and abstention on motions shall be tallied in accordance with Articles 30 to 35*bis* of the Statutes and the votes on elections in accordance with Rules 78 to 81. ~~¶~~The votes of Category A Members are recorded separately; and the votes of Categories B and C Members are recorded separately and combined for a combined voting result. The Chair shall announce the results by displaying them on a screen visible to all delegates.

65. ~~White or green voting cards will each equal one vote and shall be distributed according to the number of votes to which the Member is entitled by the Statutes. In the case of electronic voting, the electronic voting card shall be programmed with the number of votes to which the Member is entitled by the Statutes.~~

The electronic voting system shall be accessible to the Heads of Delegation or those authorized to cast the vote on behalf of their delegation via their own devices connected to the internet, regardless of whether they are participating on site or remotely.

- 65*bis*. If the Member's Assembly is interrupted due to technical issues related to the electronic system enabling delegates to speak and vote which affect all delegates and cannot be solved immediately, the Assembly shall be adjourned until the technical issue has been solved. The disruption shall be recorded in the proceedings. If the technical issue cannot be solved within a reasonable timeframe and matters remaining on the agenda cannot be addressed before the close of the Congress, the Steering Committee, after considering what is feasible under the prevailing circumstances, shall take a decision on the way to proceed, which may include, but not be limited to, extending or reconvening the Members' Assembly or referring all remaining matters to an electronic discussion and vote in accordance with Article 94 of the Statutes. Decisions taken by the Members' Assembly prior to the occurrence of the technical issues shall remain valid.

Methods of Voting on Motions

66. (a) Only the Head of Delegation or her/his replacement as defined in Rule 6 may vote and speak on behalf of that Member.
- (b) No delegate may ~~use the voting card, electronic voting card or recognition card for the right to speak or vote for~~ another delegation without the express prior written valid proxy of the delegation in question as described in rule 66 f).

Commented [FCS45]: Sandrine/Luc: This does not apply to technical problems within one or more participant's sphere of influence such as hardware or software problems or internet connectivity issues). Participants shall bear the risk of not being able to participate and cast their Member's vote. In other words, the meeting proceeds without the participation of the Member having technical issues.

Commented [DWL46R45]: AG6: decided that the technical issues referred to here are those that related to the systems for both speaking and voting, and not only to those related to the voting system.

AG6 decided to reword the third sentence of Rule 65*bis*: "If the technical issue cannot be solved within a reasonable timeframe and matters remaining on the agenda cannot be addressed before the close of the Congress, the Steering Committee shall decide to [OPTION 1: extend or reconvene the Members' Assembly as quickly as possible in order to conclude its business] [OPTION 2: continue the discussion of all remaining matters and refer decisions to an electronic vote in accordance with Article 94 of the Statutes] [OPTION 3: refer all remaining matters to an electronic discussion and vote in accordance with Article 94 of the Statutes. [OPTION 4: A combination of options 1 to 3]." in more general terms, giving the Steering Committee the flexibility to take decisions in function of the circumstances, and requested Sandrine/Luc to propose wording.

Sandrine/Luc propose a revised third sentence (in track changes) in (new) Rule 65*bis*.

Formatted: English (United Kingdom)

Commented [LDW47]: AG5: The voting method applies not only to the adoption of motions in the sense of Rule 48, but also to other decisions which the Congress is requested to take such as the adoption of the IUCN Programme, of the Mandates of the Commissions, of the membership dues etc. as well as to the elections and the decisions on procedural motions incl. points of order.

Commented [LDW48]: AG5: It must be understood that a proxy always applies to the right to speak and vote. Proxies must be registered via the digital system. Proxies in writing or sent by email will no longer be accepted as it will require manual operations that may generate errors in the electronic voting system.

- (c) ~~For the purposes relevant to this Rule, 'delegate' shall also refer to an accredited representative of a recognized National/Regional Committee of the country/region of the Member delegation giving the proxy.~~
- (d) A Member eligible to vote ~~who is unable to attend the World Congress or a delegation unable to attend a particular sitting of the Members' Assembly,~~ may give a proxy to a delegation of another Member eligible to vote or to an accredited representative of a recognized National/Regional Committee of the country/region of the Member delegation giving the proxy. In order for the proxy to be validly recorded in the electronic voting system, it shall be provided at minimum one day before the Opening of the World Congress in order for it to apply for the duration of the World Congress and on the day before the specific sitting or before the specific day it is meant to apply.
- (e) A Member shall not transfer proxy of ~~its~~his own vote while holding other proxies and shall not transfer another Member's proxy without prior authorization of the proxy giver. A Member shall not accept more than five proxies.
- (f) In order to be valid, all proxies shall be ~~made recorded in writing and transmitted to the Congress Secretariat in~~ the electronic voting system within the deadline set in Rule 66 d).
- (g) Proxies shall not be allowed for elections under Rule 77bis or when all Members vote exclusively online.²⁴

[Note: Regulation 66bis was removed following amendments adopted by the IUCN World Conservation Congress 2021.]

67. ~~Voting shall normally be carried out by delegates holding up the voting cards or, in the alternative, by inserting electronic voting cards into machines as provided for specifically in Regulation 40bis (informal vote). The result of the vote shall be announced by the Chair.~~
Except for votes on the final text of a motion under Rule 48²⁵ and the vote for elections under Rules 77bis to 81, all votes shall be held instantly.
68. ~~If the Chair thinks it necessary or if any delegate so requests, a vote that was carried out by delegates holding up the voting cards shall be repeated, the voting cards for each Category being counted separately by at least two tellers (formal vote). In the case of electronic voting under Rule 67, the vote shall simply be repeated.~~

²⁴ E.g. in case of a fully virtual Congress (Article 19 of the Statutes).

²⁵ This excludes amendments under Rules 58 to 62 and procedural motions under Rules 41 to 44.

Commented [LDW49]: Can be removed because the point is already covered under (existing) paragraph (d).

Commented [LDW50]: AG5:
- This proposal allows any Member with the right to vote, whether present in person or participating remotely, to give a proxy to any other Member with the right to vote, whether present in person or participating remotely.
- It will not be possible to build in a conditionality in the system, such as Members participating (and voting) remotely giving a proxy to another Member in the event that their internet connection would fail. But a Member participating remotely may give voting instructions to another Member in advance of Congress in the event that remote participation would become impossible, e.g. after a power cut, and the Member formally registers its proxy to the other Member for the next day or for the remainder of the Congress. Members who anticipate to face regular connectivity issues during Congress are advised to give a proxy well in advance of Congress for the entire duration of the Congress.
- The list of proxies should not be made public. However, it may be possible for the publication of the Members' individual voting record to indicate the proxy votes. To be verified with the system provider.

Commented [LDW51]: AG5: It used to be possible to register a proxy vote in the system for a particular sitting (e.g. morning or afternoon sitting) provided the proxy was registered before the beginning of the sitting concerned. The requirement of registering proxies as many as 7 days before the Congress Opening can be removed. However, in order to avoid any confusion as to who is casting whose vote and avoid duplication of votes, all proxies should be registered in the system in due time before a sitting begins at which votes will be taken. This may become particularly challenging when delegations also participate and vote remotely. For that reason, the AG agrees that, in principle, all proxies must be registered before Congress opens but requests to investigate any flexibility that can ...

Commented [DWL52R51]: AG6: AG's preference is to make it possible for Members to give a proxy during the Congress.

Commented [DWL53R51]: On 9 May 2023, François Jolles, Director Global Information Systems Group, responded: There is no real technical issues here, we should however make a deadline of 1hr before the official start of the sitting to ensure that all system verifications, especially by the election officer, can be done before the sitting. ...

Commented [LDW54]: AG5: Note that the limitation of the number of proxies one can accept was discussed in Council prior to the 2012 Congress but not accepted. However, taking into account that the option of online participation is expected to reduce the number of proxies, and given the practical issues facing Members carrying high numbers of proxies at every session of Congress, and the question whether a Member voting *en bloc* (i.e. casting the same ...

Commented [DWL55R54]: AG6 considered it part of its mandate to propose a limitation of the number of proxies any Member may accept, as part of the measures to make IUCN's governance more agile as requested by 2021 Resolution 148. The proposed new wording will be added at the end of Rule 65bis (e).

Commented [LDW56]: AG5: Three options were discussed:
1. The online discussion produces a consensus text by the eve of the closing of Congress. Any amendments will be voted on during the last day of Congress in accordance with Rule 67 (as revised, i.e. with delayed voting). The motion as amended will subsequently be submitted to the vote in accordance with the same Rule. ...

Commented [LDW57]: AG5: In principle, "delayed voting" will apply to all votes, i.e. the electronic vote will be open for one hour (60 minutes) to allow Members participating remotely to address connectivity issues and still cast their vote. Procedural motions pursuant to Rules 41-44 (including points of order and requests to vote against the steering committee or the chair's ruling) must be dealt with immediately because the Members' Assembly is depend ...

Commented [DWL58R57]: AG6 agreed with the proposed wording. Some AG members had wished to see it differently but joined the consensus as there wasn't a more feasible way to deal with amendments to motions than to have them voted instantly.

For votes on the final text of a motion under Rule 48, the voting period shall be extended to one hour. The Chair shall announce the time at which the vote will open and the vote will close automatically after one hour, without further announcement. During the extended voting time, the Members' Assembly shall continue its business. After the Chair has announced the beginning of voting, no delegate shall interrupt the voting except on a point of order in connection with the actual conduct of the voting.

69. ~~On a request by delegates from at least ten Members eligible to vote, the vote shall be taken by roll call. The roll shall be called in each Category separately for each delegation in the order of the printed membership list beginning with a country chosen at random. Voting shall be expressed by "yes", "no", or "abstain". Abstentions shall not be counted as votes cast.~~
70. A secret ballot may be held at the request of delegates from ten Members eligible to vote. ~~In this case, when voting is carried out by delegates holding up voting cards, ballot papers bearing only the letters "A", "B" or "C", shall be distributed by the Secretariat on presentation of the voting cards on the basis of one paper per card. The ballot paper shall provide for a "yes", "no" or "abstain" vote. Ballot papers may be used only for one ballot. If a further ballot is taken, the ballot papers must be marked with an identifying number corresponding to the ballot for which they are valid. In the case of electronic voting, the Election Officer shall confirm that the system~~ The electronic voting system shall be programmed so as to guarantee the anonymity of all votes.
71. ~~The Chair shall be responsible for appointing tellers, counting the votes and announcing the results.~~
- 71 ~~bis~~. Except for (a) secret ballot votes under Rule 70 and (b) votes for elections at the World Congress under Rules 74-81 ~~and Regulation 40bis~~, the complete voting record of each IUCN Member at the Members' Assembly shall be made available, within 24 hours or as soon as the voting system permits after each sitting, to all Members.
72. The Director General shall keep a register of the written statements of any Member explaining its vote and shall reflect these statements in the volume of the Proceedings, or that of the Resolutions and Recommendations of the World Congress.
73. The Chair may exercise a vote, if a voting delegate. In the event of a tie, the Chair shall not have a further vote and the motion shall be considered to have failed.

Part IX - Elections

Election Officer

74. The Election Officer appointed by the Council under the Statutes shall be responsible for supervising the elections at the World Congress and the counting of the votes.

Nominations and Method of Voting in Elections

75. Nominations by a Member in Category A, B or C made before the World Congress shall be communicated by the Council to the Members.
76. Prior to the election, the Secretariat shall arrange for Members to ~~interact~~meet with all candidates and receive information on them, online and, where feasible during the World Congress, in person. National and Regional Committees are encouraged to create equal opportunities for Member interaction with all election candidates prior to and during the Congress.
77. Once placed on the list of candidates before the World Congress, a name may only be withdrawn by the candidate in writing.

Method of Voting in Elections

- 77 bis. Elections ~~shall~~may be held ~~during the World Congress using ballot papers or electronically by inserting the Members' voting cards into a machine~~exclusively by electronic means enabling all IUCN Members eligible to vote to cast their vote during a given period of time which shall not be less than twenty four hours. The Election Officer shall monitor the accuracy of the electronic ~~voting~~election system.
78. The elections of the President, the Treasurer, each of the Chairs of the Commissions and the Indigenous Councillor shall be conducted separately and as follows:
- (a) ~~the President and the Treasurer may be elected by acclamation;~~
 - (b) where a vote is required and there is only one candidate for a post, if that candidate does not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C

Commented [LDW59]: AG5: The Secretariat has the obligation to ensure a minimum service for Member interaction with all candidates online prior to the elections (i.e. prior to Congress and continuing until the elections during Congress). National and Regional Committees should be encouraged to organize Member meetings with candidates. Where feasible the Secretariat shall provide assistance to such initiatives provided the opportunity for interaction is extended to all election candidates.

Commented [DWL60R59]: AG6: agreed to the addition of the word "equal" before "opportunities".

Commented [LDW61]: AG5: The precedent set by the 2021 Congress should become the format for elections at all future Congresses. The scheduling of the vote over several hours, if not days, is not new. In the (somewhat distant) past, ballot booths were installed during Congress to allow Members to cast their vote (on paper ballots) during a given period of time. The Legal Adviser was requested to advise on the implications, if any, of Swiss Law.

Commented [LDW62]: AG5: Acclamation is not feasible/desirable in the context of a hybrid Congress and the membership expects to cast their vote on all candidates.

combined, the post shall be filled by the World Congress or, failing a decision by the closure of the session, by the new Council; and

- (c) where there is more than one candidate for any of these posts a vote shall be taken in accordance with Rule 81.

79. Should a sole candidate for the post of the President, Treasurer, Chair of Commission or Indigenous Councillor withdraw or become ineligible, the Council shall meet in extraordinary session and, having considered the views of the Members of IUCN, shall propose a new candidate to the World Congress.

79*bis*. Where three or more candidates from the same State, each nominated for a different Commission Chair post, receive the highest number of votes or the highest ranking for the respective posts for which they were nominated, only the two candidates who receive the highest percentage of the votes in the voting for their respective Commission Chair posts shall be elected. With regard to each of the remaining candidates who received the highest number of votes or the highest ranking for the posts for which they were nominated, the vote on each such candidate *ipso facto* shall be vacated by the election of the two candidates who received the highest percentage of votes, and the vacant post of Commission Chair for such candidate's Commission shall be filled as follows:

- (a) If there was a runner-up candidate from a different State who received at least eighty percent (80%) of the votes received by the candidate for whom the vote was vacated, then such runner-up shall be elected to the vacant post of Commission Chair.
- (b) If there was no runner-up from a different State who received at least eighty percent (80%) of the votes received by the candidate for whom the vote had been vacated, then the post of Commission Chair for that Commission shall be filled by the new Council.

80. Where the number of candidates for Councillors elected from the Regions is the same or less than the number of vacancies in the Region for which they are nominated, each candidate shall be voted on individually. Should a candidate not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the position of the Councillor elected from the Regions shall be filled by the new Council.

81. Where there is more than one candidate for the post of the President, Treasurer, Councillor elected from the Regions, Indigenous Councillor or Commission Chair:

- (a) the ~~ballot paper or the~~ electronic ~~voting~~election system shall list candidates in alphabetical order from a point in the alphabet chosen at random;
- (b) where one person is to be elected from two or more candidates for the post of President, Treasurer, Chair of a Commission or Indigenous Councillor, the vote shall be cast by ~~selecting~~placing an 'X' ~~against~~ the name of the preferred candidate;
- (c) where three or more persons are to be elected from among four or more candidates to serve as Councillors elected from the Regions for a Region, the vote shall be cast by ~~selecting~~ placing an 'X' ~~against~~ the names of preferred candidates up to the maximum number of the candidates to be elected for that Region. Where more than one candidate is nominated from the same State, only the candidate receiving the greater number of votes may be elected. This does not apply to candidates from the same State resident in dependent territories as defined in Article 40 of the Statutes. Where more than one candidate has been nominated from the same State and the same dependent territory, only the candidate receiving the greater number of votes may be elected.
- (d) ~~abstentions~~ shall be ~~an option for each elected position indicated by being marked zero against the name of the candidate;~~
- (e) ~~ballot papers or~~ electronic votes not completed in accordance with sub-paragraphs (b) or (c) shall not be counted;
- (f) the number of votes cast for each candidate shall be totalled and the candidates ranked in order of the votes cast, this being done separately for Category A votes and for the votes of Categories B and C combined. The rankings so obtained for Category A shall then be added to those of Categories B and C combined to produce a combined ranking;
- (g) in the event that the combined ranking is the same for two or more candidates the rankings shall be recalculated as follows: the Category A votes for each candidate required to fill the posts involved shall be multiplied by a constant factor being the number of votes cast by

Commented [LDW63]: AG5: It should be possible to vote abstention if one does not wish to vote for or against (any of) the candidate(s). In other words, abstention is not an option for each candidate but for each elected position.

Categories B and C combined divided by the number of Category A votes cast for all candidates in that balloting; these adjusted Category A vote totals shall then be added to the vote totals of Categories B and C combined and the candidates ranked in order of the combined vote so obtained;

- (h) the highest ranked candidate or candidates shall be elected, except for the election of the President to which paragraph (i) of the present Rule shall apply;
- (i) in order to be elected for the post of President, the candidate must obtain the absolute majority of the votes (more than 50% of the votes) in Category A and in Categories B and C combined in the first round. If none of the candidates has received the absolute majority of the votes in Category A and in Categories B and C combined in the first round, a second round of voting is held between the two candidates who obtained the highest combined rankings in the first round in accordance with Rule 81 (f).

In the second round of voting, the candidate obtaining the highest combined ranking shall be elected. In the event that the combined ranking is the same for both candidates in the second round, Rule 81 (g) shall apply and the candidate with the highest number of combined votes shall be elected; and

- (j) the results of the elections, including the voting figures, shall be made available at the World Congress.

Part X - Languages and Proceedings

Official Languages

- 82. Speeches made in one official language shall be interpreted into the others. If a speaker wishes to speak in a non-official language, the speaker shall be responsible for arranging and paying for interpretation into one of the official languages. A speaker may also be permitted to arrange for an interpretation into the speaker's own language.
- 83. All official documents shall be presented in one of the official languages and shall be translated into the others.

Official Reports

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84. Motions adopted at each sitting of the World Congress shall be recorded as decisions and the texts in the official languages distributed as soon as possible to all delegates and observers present.
85. After each World Congress, the minutes including the decisions taken shall be published in the official languages, in accordance with the language policy of IUCN. The Director General shall distribute them to all Members of IUCN and to the participants in the meeting. The minutes shall give an account of the proceedings and debates of the World Congress, showing in particular how the World Congress disposed of motions and amendments thereto, and the results of votes.

Official Documents

86. The official documents of each World Congress shall include the following:
- (a) the agenda of the session;
 - (b) motions and amendments proposed;
 - (c) reports and other papers from the President, Treasurer, Auditors, the Council, the Steering Committee, the Commissions, the Director General, and Committees of the World Congress;
 - (d) memoranda submitted on behalf of Members or observers on matters pertaining to the organisation of the World Congress, if approved by the Steering Committee, or on all other matters, if approved by the Council; and
 - (e) decisions of the World Congress.
87. Each official document shall be numbered.

Part XI - Amendment of Rules of Procedure

88. These Rules of Procedure may be amended in accordance with the Statutes.²⁶

²⁶ See Article 29 of the Statutes. The Rules of Procedure of the World Conservation Congress were amended by electronic ballot of the IUCN Members on 5 May 2012; by the IUCN World Conservation Congress on 14 September 2012; by electronic ballot of the IUCN Members on 27 April 2015; by electronic ballot of the IUCN Members on 13 October 2015; by the IUCN World Conservation Congress on 10 September 2016; by electronic ballot of the IUCN Members on 27 March 2019; and by the IUCN World Conservation Congress on 10 September 2021.

REGULATIONS

Part I - Legal Status

1. These Regulations are made pursuant to the Statutes, and shall be read in conjunction with those Statutes and the Rules of Procedure of the World Conservation Congress (hereinafter referred to as “the World Congress”) annexed to the Statutes.

Part II - Programme

2. IUCN shall pursue its objectives through an integrated programme of activities, formulated, coordinated and implemented by the Members and components of IUCN. The Programme shall be adopted by the World Congress and be reviewed annually by the Council. The Programme shall *inter alia*:
 - (a) examine how species and ecosystems function, how they might be sustained by conservation practice, and how to ensure that any use of natural resources is equitable and ecologically sustainable;
 - (b) monitor and assess what biological diversity exists, under what conditions, identify the threats to its conservation, and develop an enhanced capacity to define priorities for conservation action;
 - (c) develop, test and demonstrate sound practices for the conservation and sustainable use of species and ecosystems, including through cooperative field projects;
 - (d) develop tools likely to be most effective in compensating for or correcting damaging impacts;
 - (e) examine how human behaviour, institutions, value and knowledge systems, social policy, development approaches and economic activities relate to and may affect conservation, sustainable use and equitable access to natural resources;
 - (f) increase public awareness of the conservation of nature and natural resources through education and the wide dissemination of information;

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- (g) promote the continuing training and education of conservationists at all levels, and encourage their involvement with local communities worldwide in the development of sustainable ways of living;
- (h) assist in the development and improvement of legislation relating to the conservation of nature and natural resources;
- (i) prepare draft international agreements relating to the conservation of nature and natural resources, and encourage governments to adhere to and implement agreements once concluded;
- (j) strengthen the Members of IUCN and their national and regional structures;
- (k) pursue programmes of mutual interest at international, regional, national and local levels with governments, non-governmental organisations, international organisations, aid agencies and others; and
- (l) collect, analyze, interpret and disseminate information, including by the preparation, publication and distribution of documents, legislative texts, scientific studies and other information.

2bis. The Council, the Commissions, the National and Regional Committees, the Secretariat, and the Members whose organisational priorities and capacities permit them to align with the IUCN Programme, shall work together for coherent delivery of the IUCN Programme which enables and leverages the capacities of IUCN's Members and statutory components and delivers conservation results optimally, effectively and efficiently.

Part III - Members

Admission

3. States and Political and/or Economic Integration Organisations
 - (a) The notification of adhesion to the Statutes by a State shall be made by or on behalf of the Head of State, the Head of Government or the Minister for Foreign Affairs.
 - (b) The notification of adhesion to the Statutes by a political and/or economic integration organisation shall be made by its duly authorized representative and shall be accompanied by a statement declaring the

extent of its competence with respect to the matters provided in the Statutes.

- (c) A State or political and/or economic integration organisation, on becoming a Member, shall designate its liaison with the IUCN Secretariat.

4. Government Agencies and Subnational Governments

A government agency or subnational government seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency or subnational government, setting forth its competence to adhere to the Statutes.

5. National Non-Governmental Organisations

- (a) Subject to (b) below, any national non-governmental organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:
 - (i) be a not-for-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) have a board that is autonomous and independent; and
 - (iv) have a governance structure which is transparent, accountable and representative.
- (b) 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 not-for-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.

5**bis.** Indigenous Peoples' Organisations

Any national or international indigenous peoples' organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:

- (a) be a not-for-profit entity which conforms with the law of the State where its seat is located;
- (b) have been in existence for at least three years;
- (c) be autonomous in administration and governance; and
- (d) have, as its primary constituency, indigenous peoples.

6. International Non-Governmental Organisations

Any international non-governmental organisation seeking admission as a Member of IUCN shall, in addition to the requirements of the Statutes:

- (a) be a not-for-profit entity which conforms with the laws of the State where its seat is located;
- (b) have been in existence for at least three years;
- (c) have a substantial record of activity in two or more States and out posted or country offices reporting back to Headquarters;
- (d) have a governing body open to nationals from at least two States;
- (e) have a governance structure which is transparent, accountable and representative; and
- (f) have a board that is autonomous and independent.

Admission Process

- 7. Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.
- 8. Applications shall include such information relating to the agency or organisation, its objectives, membership, funding and activities, as may be

required by the Council to decide on admission. The applicant shall document its activities in conservation of nature and natural resources over at least a three-year period.

9. The applicant shall submit, together with its application, a written statement to the effect that it endorses the objectives of IUCN.
10. Applications shall be accompanied by a deposit equal to the first year's dues. This sum is returnable in the case of non-admission.
11. Once admitted, the new Member shall undertake to publicize its association with IUCN.
12. Deadlines for membership applications to be received by the Director General are 31 March, 30 June, 30 September and 31 December of each year. During the admission process, all communications may be made by electronic means.

[Note: Regulation 13 was removed following amendments to Part III of the present Regulations adopted by the 81st Meeting of the IUCN Council and confirmed by the 82nd Meeting of the IUCN Council in 2013]

14. The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN.
15. When a Member exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.
16. Such objection shall only be on grounds that the applicant does not meet the requirements of membership provided in the Statutes²⁷ or prescribed in the Regulations.²⁸ The objection shall give specific grounds and particulars on which the objection is based.
17. The applicant shall be given an opportunity to respond to the objection within three weeks from the Director General's notification of the objection to the applicant.
18. The Council, and if not in session, the Bureau, shall take a decision on membership applications within a reasonable time following quarterly

²⁷ See Articles 5 and 7 of the Statutes

²⁸ See Regulations 4 to 6

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application deadlines. The Bureau shall seek Council's advice in a case where there is controversy associated with an application.

19. An appeal against any decision of the Council in respect of the admission shall be made within six months of notification of the Council's decision.
20. A Member shall promptly inform the Director General of any important change in the particulars supplied in support of its application for membership of IUCN which may affect its eligibility for such membership or for the Category of such membership.

Transfers between Membership Categories

21. On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.

Membership Dues

22. 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. In cases where a Category A Member of IUCN is not, or is not located in, a member of the United Nations as such but is, or is located in, a member of any of the United Nations Specialized Agencies or of the International Atomic Energy Agency, or a party to the Statute of the International Court of Justice, such a Member will be assigned to the dues group having a similar Gross Domestic Product (GDP) as indicated in the list used by the United Nations.
23. Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council.
24. Membership dues shall become payable on the first day of each calendar year.
25. 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.

26. If a Government agency, subnational government, a national and international non-governmental organisation, an indigenous peoples' organisation or an affiliate, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.

Publications

27. Members shall receive the IUCN annual report and bulletin and/or other appropriate newsletter published periodically in the official languages of IUCN. Other publications of IUCN shall be made available to the Members, subject to any charges for particular documents.

Part IV - The World Conservation Congress

Preparation

28. At least one year before the date set for the opening of a session of the World Congress, the Council shall:
 - (a) appoint a Preparatory Committee to make the necessary preparations, including a representative of the Host State; and
 - (b) appoint an Election Officer who shall not be a candidate for election nor a member of the Secretariat.
29. At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress, facilitate discussion between Members on motions in advance of the World Congress,

and such other tasks as described in Part VII of the Rules of Procedure.
Consolidated motions may be put forward by the Motions Working Group.

Elections: President, Treasurer and Chairs of the Commissions

30. At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.
- 30*bis* With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. With prior endorsement by the Steering Committee concerned, a list of up to two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council.
31. The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A, B and C, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.
32. Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C. Nominations for President may also be made directly by Members as provided for in the Statutes²⁹, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress.
33. The Council shall ensure that nominations made to the World Congress of candidates for President, take account of the background of the current Director General and reflect the diversity of IUCN.

²⁹ See Article 27 of the Statutes

34. Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A, B and C, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.
35. All proposals and nominations shall be submitted with a *curriculum vitae* of the candidate and a written declaration of willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council. The Election Officer shall transmit all nominations meeting the requirements to the Nominations Committee of the Council. Candidates nominated for elections shall be submitted with an abbreviated *curriculum vitae* to the World Congress in alphabetical order.

Elections: Councillors elected from the Regions and Indigenous Councillor

36. The list of States by Region is set forth in the Annex to these Regulations.
37. At least nine months before each ordinary session of the World Congress the Members in Categories A, B and C shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Councillor elected from the Regions and Indigenous Councillor. Such invitation shall be accompanied by a list of the Councillors elected from the Regions and Indigenous Councillor in office, indicating those who are eligible for re-election.
38. Nominations for candidates from a Region for election as Councillor elected from the Regions shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. Nominations for candidates resident in dependent territories as defined in Article 40 of the Statutes, shall be made by five Members eligible to vote or ten per cent of all such Members in the Region for which they wish to be elected, where the dependent territory is located, whichever is lower, drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located.
- 38*bis*. Nominations of indigenous persons for candidates for the Indigenous Councillor position shall be made by five Members eligible to vote of which at least two are Members of Category C, drawn from more than one State.

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- 38~~ter~~. All nominations shall be submitted together with an abbreviated *curriculum vitae* for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.
39. Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned, and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs.
40. Nominations received from Members within a Region for election as Councillors elected from the Regions from that Region as well as nominations received for election as Indigenous Councillor shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.

Electronic Voting and Elections

~~40bis. When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.~~

Commented [LDW64]: AG5 : Can be removed because duplicating Rules 63-65 and 77bis.

~~40ter. Elections shall be conducted with the support of an electronic voting system if an adequate system is available at the Congress site. The Election Officer shall monitor and ensure the accuracy of the electronic election system.~~

Honours and Awards

41. The World Congress, on the recommendation of the Council, may confer Honorary Membership on any individual who has rendered outstanding service to conservation of nature and natural resources.
42. Eminent individuals able to contribute to advancing the mission of IUCN may be nominated by the Council for election by the World Congress as Patrons of IUCN.
43. Awards for outstanding service to conservation may be made by the Council. The Commissions may, upon notice to the Council, also make awards.³⁰
44. Honorary Members and Patrons shall be entitled to attend sessions of the World Congress and participate in its discussions and shall receive the IUCN annual report and bulletin and such other privileges as the Council may decide.

Part V - The Council

Council's strategic objectives and priorities

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

Appointments and Vacancies

45. The elected members of the Council shall appoint as soon as practicable after their election, and for a term to run concurrently with their own:
 - (a) one (1) additional Councillor, selected with due regard to the need to maintain an appropriate balance of appropriate qualifications, interests and skills;

³⁰ See also Regulation 76

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- (b) a Councillor from Switzerland, chosen after consultation with the Swiss authorities, if a Councillor elected from the Regions from Switzerland has not been elected;³¹
- (c) up to four Vice-Presidents; and
- (d) the Legal Adviser.

45*bis*. Council may appoint members of Council as IUCN Council Global Focal Persons, for a period up to the end of the term for which s/he has been elected, with the purpose of:

- (a) increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations;
- (b) contributing to raise the profile of IUCN's work with key stakeholders;
- (c) promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and
- (d) bringing her/his perspective and advice to the Council through the relevant committee of the Council, including policy, governance, and resourcing implications.

46. The Council shall appoint a Deputy Chair and Steering Committee for each Commission. The appointments shall be made after considering proposals from the Chair of each Commission who shall take into account any suggestion made by the members of that Commission and seek to reflect the geographical and other diversity of IUCN. The Deputy Chair of each Commission shall act in the place of the Chair whenever the latter is unable to act as the Chair.

47. In the case of a vacancy in the Presidency of IUCN, the Council shall fill this vacancy from among the Vice-Presidents of IUCN. In filling other vacancies, the Council shall follow, whenever possible, the procedures and conditions provided for in the Statutes³² for the election or appointment to the post in question.

³¹ See also Article 38 (e) of the Statutes

³² See Article 43 of the Statutes in combination with Regulations 38 and 39

Duties of Council Members

48. (a) No member of Council shall serve as a consultant to IUCN, nor receive remuneration from any component of IUCN, during their service as a member of Council.
- (b) Council members shall maintain an effective relationship with the Director General and, through him/her, the Secretariat staff in view of enabling them to work to the same purpose through clarity of and respect for the authority and responsibilities of Council and the Director General, respectively, and with the highest professional and ethical standards.
- (c) Consistent with all the duties assigned to them under the Statutes, Rules of Procedure and Regulations of IUCN, the Vice-Presidents shall:
- (i) assist the President in improving the transparency and accountability of Council;
 - (ii) constitute the Nominating Committee for the election of members of the Bureau and of Council Committees and for the appointment of the additional Councillor pursuant to Article 38(f) of the Statutes;
 - (iii) prepare and submit to Council a written synthesis of Councillors' self-assessments;
 - (iv) assist the President, on request, in the management of Council, including the facilitation of resolution of conflicts between Councillors and of questions of ethics, should they arise, and accept any other duties as may be assigned to them from time to time; and
 - (v) together with the President, constitute the evaluation committee of the Director General.
- 48**bis**. In order to ensure the best possible performance of Council collectively and of members of Council individually, Council shall adopt the *Council Handbook and Performance Tools (the "Handbook")*, which shall provide Council members with guidance to the effective interpretation and application of the Statutes, Rules of Procedure and Regulations of IUCN, as these apply to the performance of Council members. Candidates for

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Council shall receive the *Handbook* at the time of acceptance of their nomination. The *Handbook* and its annex(es) may be amended by Council from time to time, at its discretion and in accordance with its rules of procedure, and shall always be and remain subject to the provisions of the Statutes, Rules of Procedure and Regulations of IUCN.

Observers

49. International organisations with which IUCN has formal working relations, may send up to two representatives to meetings of the Council. Such observers shall have the right to speak.

Meetings of the Council

50. Notice of ordinary meetings of the Council, with draft agenda, shall be circulated to those entitled to be present at least six weeks in advance of the meeting. A special meeting of the Council may be convened at any time during sessions of the World Congress by the President or, in the absence of the President, a Vice-President.
51. The Chair of each meeting of the Council shall declare the opening and closing of the meeting. The Chair shall preside over the discussions, ensure the observance of the provisions of the Statutes and Regulations, accord the right to speak, put questions to the vote and announce decisions. Any member of Council may request that a question be submitted in writing before a decision is taken. The Chair shall rule on points of order and shall control the conduct of the meeting, subject to the right of any member of the Council to challenge a ruling of the Chair. This challenge shall require a two-thirds majority of the votes cast to prevail.
52. Summary minutes of each meeting of the Council, including written questions, shall be prepared by the Director General and submitted to the members of the Council as soon as possible after the meeting. Participants in the Council meetings may give the full or abridged text of any of their statements to the Secretariat for inclusion in the summary minutes. If no objections are received within five weeks of the date of despatch, the minutes shall constitute a correct record of the meeting. Any objection to the minutes shall be referred to the Council for decision by mail ballot or, at the discretion of the President, brought forward for consideration at the next meeting of the Council. If an objection is made to the wording of a decision, this shall not become effective until so confirmed.

53. Any of the official languages of IUCN may be used at meetings of the Council. Interpretation from one official language to another shall be made whenever a member of the Council so requests. Notification of such requests must be received by the Secretariat at least one month in advance of the meeting. Members of the Council may also speak in any language other than one of the three official languages but they must themselves provide for interpretation into one of the official languages.
54. A decision of the Council concerning a matter which was not on the draft agenda circulated in advance is binding unless five members of the Council attending the meeting are opposed, or unless five members of the Council notify their opposition to the Director General within one month of mailing of the minutes of the meeting.
55. A vote is cast at meetings of the Council when delivered by a member of the Council 'participating in the vote' and 'voting'. Participating shall mean present, or represented by proxy. 'Voting' shall mean submitting an affirmative or negative vote; abstentions shall not count as votes cast.
56. A member of the Council may accept no more than two proxies. A member of the Council holding a proxy shall deposit it with the Chair of the meeting at which the proxy may be used.

Secretary to Council

- 56*bis*. With the approval of the Council, the Director General in consultation with the President shall appoint a member of the Secretariat staff as the Secretary to Council who shall be responsible for providing independent advice and support to the Council and the President in the exercise of their duties as defined in the Statutes, the Rules of Procedure and the Regulations. The Secretary to Council shall ensure that the provisions of the Statutes, the Rules of Procedure and the Regulations related to the Council and its subsidiary bodies including the Bureau are adhered to.

Functions and Composition of the Bureau

57. The Bureau shall act on behalf of Council on any matters that Council may assign to it from time to time and any matters that may arise under Article 46 (b) to (q)³³ of the Statutes.³⁴ In addition, the Bureau shall decide directly on

³³ Changed from (p) to (q) as a consequence of the amendment to Article 46 of the Statutes adopted by the 2016 World Conservation Congress inserting a new paragraph (c) and renumbering all subsequent paragraphs accordingly.

³⁴ See also Article 49 of the Statutes

Rules of Procedure of the World Conservation Congress

those specific matters assigned to it by the Council as provided for in the list annexed to the Rules of Procedure of the Bureau. The list shall be reviewed from time to time by Council and may be modified.

- (a) The Bureau shall consist of the President as Chair, two Vice-Presidents, the Treasurer, one Commission Chair, two Councillors elected from the Regions, and the Chairs of the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee.
 - (b) The Commission Chairs shall elect their representative to the Bureau at the beginning of the term of Council and again at midterm, it being understood that any such representative who served for the first half of the term will be re-eligible at midterm.
 - (c) The two Vice-Presidents and two Councillors elected from the Regions shall serve only through the first half of the term, and for the second half of the term shall be replaced by Councillors from other Regions and the two other Vice-Presidents.
 - (d) Should a vacancy occur, the Council shall appoint a replacement.
 - (e) The Council shall define the rules of procedure of the Bureau.
58. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast and shall be reported in full to the Council. All decisions shall be transmitted to Council members via electronic communication or facsimile within one week of having been made. If a minimum of five Council members who have not participated in the decision, transmit to the Director General via electronic communication or facsimile their objection to the Bureau decision within one week after the decision was initially transmitted by the Bureau, the decision shall be submitted to the Council together with objections raised, for voting. In all other cases, the Bureau decision shall become effective as of the date it was made.

Committees, Working Groups and Task Forces

59. (a) Committees and working groups may be established by the Council. A committee shall be a standing body including but not limited to the standing committees referred to in Article 50 of the Statutes, with terms of reference more limited than those of the Council. A working group shall be a temporary body with a specific and limited mission which shall submit its report to Council, as the case may be, with

recommendations. A task force shall be a temporary body established by a committee and shall submit its report to the committee, as the case may be, with recommendations.

- (b) In general, the subject matter of a committee or working group shall not be within the mandate of a Commission. The terms of reference, leadership, composition and duration of committees and of working groups shall be determined by the Council and, in the case of task forces, by the committee concerned. The terms of reference of working groups shall explicitly require a new decision of the Council or, in the case of task forces, of the committee concerned, in order to renew or extend their mandate. Once established, working groups or task forces may alter their composition provided this has no adverse impact on the approved budget.
 - (c) The Council may only delegate authority to any committee or working group to act on its behalf for specific purposes, when the majority of the members of the committee or working group are members of the Council.
 - (d) The committees, and if necessary the working groups, will meet prior to the plenary sessions of the Council. The committees and working groups will transmit their recommendations and proposed decisions to the Council prior to the Council plenary sessions, specifying the issues, if any, they wish to see debated by the full Council. Council members will have until the close of the business on the first plenary day of the Council meeting to express a desire to reopen the debate regarding any proposed decisions from the committees and working groups. In all other cases, the Council will adopt the proposed decisions of the committees and working groups without debate.
 - (e) Committees and working groups may also hold meetings (either physically subject to the Council approved budget or electronically) between meetings of the Council. Recommendations and proposed decisions resulting from these meetings shall be sent to the Council or the Bureau, as appropriate, electronically for decision.
60. When establishing committees and working groups, the Council shall seek to reflect the geographical balance of IUCN as well as the necessary balance of expertise. The membership of the committees and working groups may be drawn from both within IUCN and outside.

**Part VI - The National and Regional Committees
and Regional Fora**

61. To be eligible for recognition by the Council, National Committees shall:
 - (a) open their membership to all IUCN Members in their State; and
 - (b) comprise the majority of Members in their State.
62. To be eligible for recognition a Regional Committee shall be constituted through a process in which all IUCN Members in the Region or part of the Region are entitled to participate on equal terms.
63. The Director General shall be informed of any proposal to establish a Committee and of its proposed chair, rules of procedure and address, and shall:
 - (a) advise the Committee on the conformity of these proposals with these Regulations; and
 - (b) once satisfied of that conformity, inform the Council at its next meeting of the establishment of the Committee so that the Council may consider recognition.
64. Should a Committee act inconsistently with the objectives of IUCN, and should all reasonable efforts fail to resolve such problems, the Director General may recommend that the Council withdraw recognition from that Committee. Before taking a decision, the Council shall give the Committee due notice and an opportunity to respond to the allegations made.
- 64**bis**. If the IUCN Members of a National or Regional Committee dissolve the Committee, the IUCN Members in that State or Region shall inform the Council, through the Director General.
65. Each Committee recognized by the Council may use the IUCN name and logo in conjunction with the respective name of its State, Region or part of a Region as prescribed by the Council.
66. Committees recognized by the Council shall:
 - (a) elect their own Chairs and establish their own procedures;

- (b) be solely responsible for any funds they raise and any debts and legal obligations incurred;
- (c) determine the dates and venues of their meetings, informing their members and the Director General of these meetings in advance;
- (d) send a report on their activities to the Director General and the Council once a year;
- (e) accept the right of any member to dissociate from any decision of the Committee and if requested, clearly indicate that dissociation;
- (f) endeavour to ensure the full participation of their members; and
- (g) cooperate with the Secretariat and the Commissions to advance the work of IUCN; and
- (h) invite the Director General to attend or be represented at their meetings.

66*bis*. When preparing to operate outside of its own State or Region, a National or Regional Committee shall follow the [Operational Guide for National and Regional Committees](#)³⁵ working outside their State or Region and must first consult with the relevant IUCN regional and/or country office and any relevant National or Regional Committees and ensure that any proposed activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.

Field Code Changed

66*ter*. In the context of the development of motions referred to in Rules 48 to 62, the National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a platform for discussion and negotiation of motions emanating from their country or region, in particular those that warrant discussion at a local, national or regional level, for the purpose of identifying solutions that might address the underlying issues.

67. Committees recognized by the Council may:

- (a) adopt and pursue their own policies consistent with the policies and objectives of IUCN;

³⁵ Adopted by Council at its 76th Meeting (May 2011), decision C/76/32; amended by Council at its 98th Meeting (February 2020), decision C98/24.

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- (b) be authorized by the Council to undertake activities in the name of IUCN;
 - (c) establish and operate through sub-national or sub-regional committees;
 - (d) invite participation of IUCN Members from other States or Regions, as appropriate;
 - (e) invite others to participate as observers;
 - (f) have or adopt their own constitution and by-laws;
 - (g) exchange views on conservation issues within their States or Regions;
 - (h) participate in the formulation of the IUCN Programme for their respective State or Region; and
 - (i) issue statements relevant to the objectives of IUCN, provided that such statements, or actions taken pursuant to them, shall be solely on behalf of the Committee and shall not commit IUCN to any financial, legal or policy obligations.
68. The Director General shall nominate a Secretariat official responsible for liaison with each Committee and shall:
- (a) keep the Committee informed of IUCN activities;
 - (b) consult the Committee on applications for IUCN membership, on mechanisms for participation in the IUCN Programme and on the implementation of the decisions of the World Congress relevant to that State or Region;
 - (c) involve the Committee in preparations for sessions of the World Congress, regional meetings and other important events;
 - (d) consult with the Committee about the development of IUCN initiatives in its State or Region;
 - (e) inform the Committee when IUCN has been consulted on issues of importance to the State or Region; and
 - (f) inform the Committee as appropriate of forthcoming official visits by officers and senior staff of IUCN.

Part VII - The Commissions

Mandate

69. The mandate of each Commission, including name, mission and terms of reference, shall be established by the World Congress.
70. Prior to each ordinary session of the World Congress, the Council shall review the terms of reference and the activities of each Commission. Any proposals by an IUCN Member concerning the mission and terms of reference for any Commission shall be communicated to the Members of IUCN at least six months prior to the ordinary session of the World Congress concerned.

Commission Members

71. A Commission shall consist of individual members and, where appropriate, organisational associates chosen because of their competence to develop and advance the institutional knowledge and experience and objectives of IUCN within the mandate of the Commission.
72. The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.
73. The Chair of each Commission shall propose to the Council at its first meeting after the conclusion of an ordinary session of the World Congress, a candidate for appointment as Deputy Chair and shall propose candidates for appointment as members of the Commission Steering Committee no later than the second Council meeting after that session of the World Congress. The proposals of the Chair shall be made after a process of appropriate consultation including inviting nominations from within the Commission's membership. The selection of the members of the Steering Committee shall reflect consideration of technical qualification, of geographic representation, diversity of points of view, and gender equity. Until the Council appoints their successors, the incumbent Deputy Chair and Steering Committee members shall continue in office.
- 73*bis*. Before the end of the second full calendar year following Congress, the Chair of each Commission shall, in consultation with the Commission's Steering Committee, propose to Council that it either confirm the membership of the

Rules of Procedure of the World Conservation Congress

Steering Committee or that it otherwise change it in accordance with the Chair's proposal.

74. A Commission Chair may appoint officers in addition to the Deputy Chair and Steering Committee.
75. The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.
76. The Chair of a Commission, with the support of the Commission Steering Committee may, with notice to the Council, nominate a small number of persons or organisations for the conferment of awards.

Commission Operations

77. The Commissions shall work with each other, IUCN's membership, its National and Regional Committees and its other components to further the objectives of IUCN and its integrated programme.
78.
 - (a) Each Chair, assisted by the Steering Committee, shall lead the activities of the Commission. The Chair is entitled to act in the name of the Commission and may delegate specified responsibilities to the Deputy Chair, to members of the Steering Committee or to other members of the Commission.
 - (b) Consistent with Article 60 of the Statutes, the respective Commission Chair, when exercising their duty under Article 46(f)³⁶ of the Statutes, shall, after presenting to Council their proposal on the Commission Operation Fund for their respective Commission, refrain from participating in the subsequent discussion, unless the President rules otherwise, and recuse her or himself from voting on the matter. The same protocol will be followed for the Council decisions concerning approval of draft Commission mandates.
 - (c) The Commission Chairs are accountable to the President. The President, in the presence of the Director General, shall undertake an annual appraisal of the performance of each Commission Chair in relation to the annual work plan and the mandate of that Commission.

³⁶ Changed from (e) to (f) as a consequence of the amendment to Article 46 of the Statutes adopted by the 2016 World Conservation Congress inserting a new paragraph (c) and renumbering all subsequent paragraphs accordingly.

- 78*bis*. The Commissions are accountable to the Council between sessions of the Congress. In line with Article 77 of the Statutes, the Commissions through the Chairs present an annual report to the Council on outputs, outcomes, impact and resources raised against the Commission's work plan approved by Council at the beginning of each term.
79. The Commissions may establish specialist groups of their members and other invited experts. The objectives and policies of such groups shall be consistent with those of IUCN.
80. Each Commission Steering Committee shall adopt, and may revise, that Commission's by-laws; the by-laws shall conform to the Statutes and the Regulations of IUCN.
81. The Director General shall ensure that the Secretariat provides reasonable support to the work of each Commission.
82. The Chair of each Commission shall ensure that there is proper authorization of expenditure for Commission activities and operations and that there is proper accounting of all Commission funds.
83. The Council shall adopt financial rules for the Commissions to facilitate their capacity to raise funds and manage these with autonomy. IUCN shall incur no liability in respect of funds raised in this way, nor for the application of such funds, including employment of staff.
84. Staff working directly for the Chair of a Commission and those working in the Secretariat in collaboration with the same Commission, shall follow a work plan agreed between the Director General and the Chair of the Commission.

Part VIII - The Legal Adviser

85. The Legal Adviser shall be responsible for the provision of legal advice and services to all components of IUCN, and in particular shall advise IUCN regarding (a) the interpretation of the IUCN Statutes, Regulations and Rules of Procedure of the World Congress, as *lex specialis*; (b) the status and interests of IUCN under public international law; (c) the legal interests of IUCN under the laws of the nations where the Union operates, through analysis and application of comparative law and private international law; (d) the legal aspects of the relationships established through IUCN's contracts,

trademarks, licenses, human resources agreements, service agreements, and other such undertakings.

86. The Director General shall establish the office of the Legal Adviser, and recruit one or more legal counsel to serve in this office, to assist the Legal Adviser in the provision of such legal services as may be required.
87. The Director General shall recommend to the Council, an individual to be appointed the Union's Legal Adviser, and Council shall ensure that the Legal Adviser is duly appointed.

Part IX - Finance

Financial Powers of the Director General

88. The Director General shall:
 - (a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;
 - (b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;
 - (c) designate the banks in which the funds of IUCN shall be kept;
 - (d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;
 - (e) maintain an appropriate level of reserves; and
 - (f) implement appropriate risk management strategies.
89. The Director General may:
 - (a) make non-speculative short-term investments of funds and prudent longer-term investments of funds held in Trusts or special funds; and
 - (b) within policy guidelines laid down by the Council, accept from individual or corporate supporters, funds or other forms of support for the work of IUCN.

90. In keeping IUCN accounts and controlling expenditure, the Director General shall:
- (a) keep separate accounts for each restricted grant and each cost centre and fund;
 - (b) account in Swiss francs for all transactions in other currencies at the rate of exchange prevailing on the date of transaction;
 - (c) ensure that there is proper authorization of all transactions for IUCN's worldwide activities, and that all assets are managed and inventoried; and
 - (d) confer with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.

The Treasurer

- 90bis. (a) The Treasurer shall provide advice and report to the World Congress, in particular on the financial health of IUCN, the audited financial statements and the draft financial plan.
- (b) The Treasurer shall assist the Council in its oversight function regarding the financial affairs of IUCN and in particular, shall:
- (i) provide advice and comments to the Council on the draft annual budget submitted by the Director General for approval;
 - (ii) provide advice on reserves and risk management strategies;
 - (iii) confer with the external auditors each year on the annual audit of the financial statements of IUCN.

Periodic and Annual Programmes and Budgets

91. The financial plan, necessary to implement the Programme of IUCN, submitted to each ordinary session of the World Congress, shall:
- (a) normally commence on 1 January following the session of the World Congress at which it was adopted and end on 31 December of the year of the next session of the World Congress;
 - (b) be in Swiss francs;

Rules of Procedure of the World Conservation Congress

- (c) relate the proposed programme of activities to the estimates of income;
- (d) present proposed allocations and expenditure which balance the estimated restricted and unrestricted income; and
- (e) specify the projected growth or reductions in elements of the Programme, staff and administrative costs and changes in the geographical distribution of IUCN's activities.

92. The annual budget for the period from 1 January to 31 December shall:

- (a) estimate unrestricted and restricted income from all sources, indicating which sums are confirmed, which are assumptions based on proposals under consideration by donors, and which are to be sought during the year;
- (b) allocate unrestricted income, first to maintain activities mandated under the Statutes, and second, to the approved Programme or to the reserves;
- (c) indicate the projected expenditure by the principal elements composing the budget of IUCN, and the extent to which that expenditure is to be met from unrestricted and restricted sources; and
- (d) indicate specifically any request by the Director General for the Council to approve the designation of unrestricted funds for special purposes not foreseen in the financial plan.

Audit

93. The Director General shall ensure that the auditors have free access to all documentation and other information concerning the accounts and that there is no interference in their work.

Part X - Electronic Ballot³⁷

94. Where a mail ballot is required under the Statutes³⁸, an electronic ballot shall be carried out in accordance with the following procedure:

³⁷ As a result of an amendment to Article 94 of the Regulations adopted by the IUCN World Conservation Congress 2021, paragraph e. was removed and the following paragraphs renumbered.

³⁸ See Article 94 of the IUCN Statutes

- a. At least six weeks before issuing the first notice of the electronic ballot referred to in paragraph b. of this Regulation, the Director General shall transmit the proposal(s) on which to vote, together with the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum;
- b. A first formal notice of the electronic ballot, together with relevant background documentation, shall be circulated by the Director General of IUCN via electronic communication to the Members of IUCN at least eight weeks in advance of the date/time of the opening of the electronic ballot, and shall be followed by a second notice of the electronic ballot to be sent by the Director General three weeks following the date of the first notice. Each of these notifications shall inform Members that, upon their request received by the IUCN Secretariat at the latest one week prior to the opening date/time of the vote, they will be able to vote by postal mail in case they have difficulties with electronic voting. The ballot must be returned by postal mail so as to be received by the Director General before the closing date/time of the vote;
- c. The IUCN Members who are or become eligible to vote at the latest as of two weeks prior to the date/time of the opening of the electronic ballot shall be notified by electronic communication from the Director General of the opening of the electronic ballot together with the link to the electronic system to cast their vote. The notification shall specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote;
- d. The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to cast its vote and must return via electronic communication prior to the date and time of the closing of the particular ballot.
- e. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and

f. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.

g. In accordance with Article 94 of the Statutes, if urgent circumstances require it, the Council may by a two-thirds majority of votes cast, apply shorter deadlines than those established in the previous paragraphs.

Commented [DWL65]: AG6: the rationale of the AG is explained in the comment under Article 94 of the Statutes

95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 d. shall be used mutatis mutandis.

Part XI - Language Policy

96. The Council shall adopt a policy on the use of languages by IUCN and periodically review it thereafter.

Part XII - Amendments

97. These Regulations may be amended in accordance with the Statutes.³⁹

Part XIII - Final Clause

98. Upon adoption by the 1st World Conservation Congress meeting in Montreal from 13 to 23 October 1996, these Regulations⁴⁰ shall be effective

³⁹ See Articles 101 to 103 of the Statutes

⁴⁰ Amended by Council at its 51st Meeting on 8 February 2000, at its 56th Meeting on 29 May 2002, at its 61st Meeting on 16 November 2004, at its 69th Meeting on 12 March 2008, by the World Conservation Congress on 13 October 2008, by Council at its 74th Meeting on 2 June 2010, at its 76th Meeting on 25 May 2011, at its 77th Meeting on 16 November 2011, at its 78th Meeting on 15 February 2012, by electronic ballot of IUCN Members on 5 May 2012, by the IUCN World Conservation Congress on 14 September 2012, by Council at its 82nd Meeting on 27 November 2013, at its 83rd Meeting on 21 May 2014, by electronic vote on 26 January 2015 concluding the deliberations of its 84th Meeting (November 2014), at its 85th Meeting on 13 May 2015, at its 86th Meeting held by telephone on 30 September 2015, at its 87th Meeting on 21 October 2015, at its 89th Meeting held by telephone on 17 August 2016, at its 92nd Meeting on 9 February 2017, at its

from 24 October 1996, and entirely replace and substitute for the previous Regulations, provided that nothing herein shall affect the validity of any decision taken under the previous Regulations.

95th Meeting on 8 October 2018, at its 96th Meeting on 31 March 2019, at its 98th Meeting on 11 February 2020, by the World Conservation Congress on 10 September 2021.

ANNEX

(As per Regulation 36)

Members of the United Nations, members of its Specialized Agencies, or of the International Atomic Energy Agency, or parties to the Statute of the International Court of Justice.³⁷

AFRICA

Algeria
Angola
Benin
Botswana
Burkina Faso
Burundi
Cabo Verde
Cameroon
Central African Republic
Chad
Comoros
Congo
Côte d'Ivoire
Democratic Republic of the Congo
Djibouti
Egypt
Equatorial Guinea
Eritrea
Eswatini
Ethiopia
Gabon
Gambia (Republic of The)
Ghana
Guinea
Guinea Bissau
Kenya
Lesotho
Liberia
Libya (State of)
Madagascar
Malawi
Mali

Mauritania
Mauritius
Morocco
Mozambique
Namibia
Niger
Nigeria
Rwanda
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Somalia
South Africa
South Sudan
Sudan
Togo
Tunisia
Uganda
United Republic of Tanzania
Zambia
Zimbabwe

MESO AND SOUTH AMERICA

Argentina
Belize
Bolivia (Plurinational State of)
Brazil
Chile
Colombia
Costa Rica
Ecuador

El Salvador
Guatemala
Guyana
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Suriname
Uruguay
Venezuela (Bolivarian Republic of)

**NORTH AMERICA AND
THE CARIBBEAN**

Antigua and Barbuda
Bahamas
Barbados
Canada
Cuba
Dominica
Dominican Republic
Grenada
Haiti
Jamaica
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the
Grenadines
Trinidad and Tobago
United States of America

SOUTH AND EAST ASIA

Bangladesh
Bhutan
Brunei Darussalam
Cambodia
China
Democratic People's
Republic of Korea
India

Indonesia
Japan
Lao People's Democratic Republic
Malaysia
Maldives
Mongolia
Myanmar
Nepal
Pakistan
Philippines
Republic of Korea
Singapore
Sri Lanka
Thailand
Timor-Leste
Viet Nam

WEST ASIA

Afghanistan
Bahrain
Iran (Islamic Republic of)
Iraq
Jordan
Kuwait
Lebanon
Oman
Palestine
Qatar
Saudi Arabia
Syrian Arab Republic
United Arab Emirates
Yemen

OCEANIA

Australia
Cook Islands
Fiji
Kiribati
Marshall Islands
Micronesia (Federated States of)
Nauru

New Zealand
Niue
Palau
Papua New Guinea
Samoa
Solomon Islands
Tonga
Tuvalu
Vanuatu

**EAST EUROPE, NORTH AND
CENTRAL ASIA**

Albania
Armenia
Azerbaijan
Belarus
Bosnia and
Herzegovina
Bulgaria
Croatia
Czech Republic
Estonia
Georgia
Hungary
Kazakhstan
Kosovo
Kyrgyzstan
Latvia
Lithuania
Montenegro
North Macedonia
Poland
Republic of Moldova
Romania
Russian Federation
Serbia
Slovakia
Slovenia

Tajikistan
Turkmenistan
Ukraine
Uzbekistan

WEST EUROPE

Andorra
Austria
Belgium
Cyprus
Denmark
Finland
France
Germany
Greece
Holy See
Iceland
Ireland
Israel
Italy
Liechtenstein
Luxembourg
Malta
Monaco
Netherlands
Norway
Portugal
San Marino
Spain
Sweden
Switzerland
Türkiye
United Kingdom of
Great Britain and
Northern Ireland

³⁷ The list is regularly updated in function of the membership of the United Nations, of its Specialized Agencies, of the International Atomic Energy Agency or the parties to the Statute of the International Court of Justice and with the names as published on the respective websites of these institutions.

Historical Note

- 1948 Adoption of the Statutes of IUCN (then named the International Union for the Protection of Nature) on 5 October 1948 (Fontainebleau, France)
- 1958 Amended by the 6th General Assembly (Athens, Greece)
- 1960 Amended by the 7th General Assembly (Warsaw, Poland)
- 1963 Amended by the 8th General Assembly (Nairobi, Kenya)
- 1969 Amended by the 10th General Assembly (New Delhi, India)
- 1972 Amended by the 11th General Assembly (Banff, Canada)
- 1977 Revised by the 13th Extraordinary General Assembly (Geneva, Switzerland)
- 1978 Amended by the 14th General Assembly (Ashkhabad, USSR)
- 1990 Amended by the 18th General Assembly (Perth, Australia).
- 1996 Revised by the World Conservation Congress (Montreal, Canada)
- 2004 Amended by the World Conservation Congress (Bangkok, Thailand)
- 2008 Amended by the World Conservation Congress (Barcelona, Spain)
- 2012 Amended by the World Conservation Congress (Jeju, Republic of Korea)
- 2015 Amended by electronic ballot of the IUCN Members on 13 October 2015
- 2016 Amended by the World Conservation Congress (Hawai'i, United States)
- 2021 Amended by the World Conservation Congress (Marseille, France)



INTERNATIONAL UNION
FOR CONSERVATION OF NATURE

WORLD HEADQUARTERS
Rue Mauverney 28
1196 Gland, Switzerland
Tel +41 22 999 0000
Fax +41 22 999 0002
www.iucn.org

Dec-148 – Proposed timeline for Member e-vote

E-vote 29 Nov – 13 December 2023

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
May-2023																																		
Jun																																		
Jul																																		
Aug																																		
Sep																																		
Oct																																		
Nov																																		
Dec																																		





Dec-148 – Proposed timeline for Member e-vote

E-vote 7-21 Feb 2024

May-2023	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
Jun			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
Jul					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
Aug			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
Sep				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Oct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
Nov			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
Dec				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
2024	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo
Jan		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
Feb				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29					
Mar					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		





UICN
Rue Mauverney 28
1196 Gland
Suisse

Tel +41 22 999 0196
Fax +41 22 999 0002
sandrine.fredj@uicn.org
www.uicn.org

Monsieur
Norbert BAERLOCHER
Head Rio Conventions (Climate Change,
Biodiversity)
International Affairs

Office fédéral de l'environnement (OFEV)
Papiermuhlestrasse 172
3003 Berne

Gland, le 6 avril 2023

Questions relatives à la tenue d'assemblées générales en forme hybride conformément aux dispositions du droit suisse des associations

Monsieur,

Suite à la séance du Groupe consultatif pour la révision des Statuts de l'UICN (le "Groupe consultatif") à Abu Dhabi du 21 au 22 janvier à laquelle vous avez participé partiellement, c'est très volontiers que nous acceptons votre offre de tenter de clarifier auprès des autorités concernées les quelques points de discussion qui restent ouverts sur les principes juridiques applicables aux assemblées générales selon le droit suisse.

Pour rappel, l'assemblée générale des membres de l'UICN ("Assemblée des Membres") a décidé de créer ce Groupe consultatif chargé de préparer, en collaboration avec le comité de l'UICN ("Conseil de l'UICN"), *"des projets de révision des Statuts de l'UICN et de formuler des propositions à présenter aux Membres en vue d'améliorer la participation en distanciel des Membres et l'utilisation du vote en ligne pendant le Congrès (...)"* (WCC 2020 Dec 148 de l'Assemblée des Membres, en pièce jointe). Cette décision précise que *"chaque proposition fasse l'objet d'un vote par voie électronique dans le but de garantir que les changements suggérés seront applicables à temps pour être effectifs lors des préparatifs du prochain Congrès mondial de la nature"*.

L'annexe jointe présente de façon sommaire le contexte ainsi que les options envisagées par le Groupe consultatif et les questions de nature légale qu'il convient de clarifier en sus de l'avis juridique que j'ai pu fournir au Groupe consultatif. Le Groupe consultatif, tout comme le Conseil de l'UICN qui devra approuver ses propositions lors de sa prochaine réunion (qui aura lieu à Gland du 23 au 25 Mai 2023) et les soumettra au vote électronique des Membres, tient à ce que ses propositions respectent les dispositions légales pertinentes appliquées aux organisations internationales quasi gouvernementales telles que l'UICN.

Un des points critiques est celui lié au souhait de faciliter et assurer la participation en mode virtuel des Membres de l'UICN qui pourraient, de par leur emplacement, être sujets à des coupures de transmission ou d'internet. Pour ce faire, le Groupe consultatif envisage que le vote électronique portant sur les élections et sur un certain type de motions soit ouvert sur un temps à déterminer allant d'une à plusieurs heures. Dans ce contexte, il serait extrêmement utile de connaître l'interprétation donnée par les autorités suisses du principe de l'immédiateté

dans le mode de prise de décisions de l'Assemblée des Membres afin de déterminer si les modalités de vote envisagées par le Groupe consultatif sont compatibles avec le droit suisse.

Nous vous saurions gré de bien vouloir transmettre nos questions à ce sujet aux autorités compétentes. Je reste disponible pour apporter des informations complémentaires ou en discuter si nécessaire.

Je vous prie d'agréer, Monsieur, mes salutations distinguées,



Sandrine Friedli Cela
Conseillère juridique de l'UICN
Bureau de la conseillère juridique

Copie:

Madame Imèn Meliane, Member du Conseil de l'UICN, Vice-Présidente et Présidente
du Groupe consultatif pour la révision des Statuts de l'UICN

Monsieur Luc De Wever, Secrétaire du Conseil de l'UICN

Madame SungAh Lee, Directrice générale adjointe, Services corporatifs

Annexes mentionnées

ANNEXE

Questions relatives au cadre juridique suisse en lien avec la mise en œuvre de la résolution de l'UICN WCC2021-Dec-14B

A. Introduction

En vue d'améliorer la participation des Membres de l'UICN au Congrès mondial de la nature (ci-après « le Congrès »), le Groupe consultatif de l'UICN pour la révision des Statuts (ci-après le « Groupe consultatif ») a évalué diverses options concernant les modalités d'organisation du Congrès comme un événement hybride auquel tous les Membres de l'UICN, participant en personne ou à distance, devraient avoir la même possibilité d'exercer leur droit de parole et de vote, en particulier lors de l'assemblée générale des membres (ci-après « Assemblée des Membres »).

La Conseillère juridique de l'UICN a évalué le cadre juridique et statutaire dans lequel le groupe consultatif peut faire des propositions d'amendements statutaires pour permettre des Assemblées de Membres hybrides ou entièrement virtuelles et a conclu que le droit suisse des associations prévoit la flexibilité nécessaire pour ce faire, en tenant compte de la flexibilité du droit des associations et du contexte plus large de la récente révision du droit suisse des sociétés fixant les conditions d'utilisation des médias électroniques lors de la tenue d'assemblées générales. Toutefois, compte tenu des diverses questions soulevées à propos du cadre juridique suisse au cours des discussions du Groupe consultatif, notamment en ce qui concerne l'interprétation du principe d'immédiateté applicable aux assemblées générales dans le droit suisse, le Groupe consultatif serait reconnaissant si les autorités suisses pouvaient fournir des éclaircissements sur la manière dont ce principe doit être interprété dans le contexte de l'organisation d'une Assemblée de Membres tenue sous forme hybride. Le Groupe consultatif, tout comme le Conseil de l'UICN qui devra approuver ses propositions et les soumettre au vote électronique des Membres, tient en effet à ce que ses propositions respectent les dispositions légales pertinentes.

B. Options envisagées par le Groupe consultatif

Le Groupe consultatif a envisagé les options suivantes comme moyen d'augmenter la participation des Membres de l'UICN, en tenant compte du fait que la participation et le vote en temps réel peuvent être difficiles pour les Membres participant à distance en mode virtuel :

1. **Élections** : les élections se tiendraient entièrement en ligne pendant l'Assemblée des Membres, tous les Membres votant en ligne via un seul et même système de vote électronique ; le vote serait ouvert pendant quelques heures (24 heures est à l'étude) et les résultats de ce

vote secret publiés lors de l'Assemblée des Membres. Un second tour, si nécessaire, serait également organisé lors de l'Assemblée des Membres et les résultats publiés avant la clôture du Congrès .

Il convient de souligner que le Conseil de l'UICN, sur la base de l'article 48 des Statuts lui permettant d'agir dans des circonstances exceptionnelles, telles que la pandémie de COVID-19 a déjà organisé un système de vote électronique similaire permettant à tous les Membres de voter en ligne lors des dernières élections ayant eu lieu dans le cadre de l'Assemblée des Membres tenue à Marseille en 2021. L'utilisation de ce système de vote électronique entièrement sécurisé et fiable a été très appréciée par les Membres.

2. **Motions:** les discussions et le vote sur les motions se tiendraient entièrement en ligne pendant l'Assemblée des Membres, tous les Membres, participant en personne ou à distance, votant en ligne via un seul et même système de vote électronique comme suit :
 - a) **Les motions d'ordre et autres motions de procédure** (article 41 ss des Règles de procédure du Congrès mondial de la nature) seraient soumises au vote immédiatement après que la question ait été soulevée, le vote électronique restant ouvert pendant quelques minutes et le résultat communiqué immédiatement après la clôture du vote (ci-après « vote en temps réel »);
 - b) **Les motions (ne relevant pas de la procédure):** l'approche préférée serait d'avoir un vote ouvert plus longtemps sans résultat immédiat (ci-après « période de vote prolongée avec résultat différé » ou « vote prolongé »), le président ouvrant le vote sur la motion immédiatement après la clôture du débat sur cette motion, mais le vote étant maintenu ouvert pendant un certain temps (après avoir étudié plusieurs options et la faisabilité technique du système électronique du vote, le Groupe consultatif est désormais favorable à 60 minutes) et le résultat communiqué à l'Assemblée des Membres dès que possible une fois la période de vote prolongée terminée

La proposition du Groupe de travail a pour but principal de pallier, dans la mesure du possible, à de possibles problèmes de connectivité dans certaines régions.

- c) **Les amendements proposés au texte d'une motion:** Le groupe étudie encore le point de savoir si ce type de décision doit être voté en temps réel comme pour les motions de procédure (vote en temps réel comme expliqué au point 2 a) ou s'il doit y avoir un vote ouvert plus longtemps comme pour l'adoption du texte final d'une motion (vote prolongé comme expliqué point 2b).

Le système de vote électronique serait entièrement sécurisé et programmé de tel sorte à ce que

- a) seuls les délégués dûment accrédités à représenter un Membre de l'UICN ayant le droit de vote puissent accéder au système de vote en ligne et voter ;
- b) aucun délégué ne puisse exercer le droit de vote d'un autre délégué, sans une procuration préalable de la délégation en question, dûment prise en compte dans le système électronique,
- c) les votes, qu'ils soient secrets ou non, soient pris en compte et publiés en conformité avec les règles établies dans les Statuts ; et
- d) que les résultats des votes ne puissent être falsifiés.

C. Questions relatives à l'interprétation du droit Suisse

Dans ce contexte, le Groupe consultatif serait intéressé à obtenir plus d'informations des autorités suisses concernées sur les principes juridiques applicables à la tenue des assemblées générales, de façon hybride ou entièrement virtuelle, dans le contexte particulier de l'UICN, constituée sous forme d'association de droit suisse selon l'article 1 de ses Statuts, mais reconnue comme organisation internationale quasi gouvernementale par le Gouvernement Suisse. En particulier, il lui serait utile de connaître l'interprétation donnée au principe de l'immédiateté dans le mode de prise de décisions de l'Assemblée des Membres, afin de s'assurer que les modalités de vote électronique envisagées par le Groupe consultatif pour les différents types de décisions prises par l'Assemblée des Membres telles qu'évoquées ci-dessus sont compatibles avec le droit suisse.



**CONGRÈS MONDIAL DE LA NATURE DE L'UICN
3 au 10 septembre 2021, Marseille, France**

**Permettre la présence et la participation effectives des Membres
aux futures sessions du Congrès mondial de la nature**

MOTION N

Statut : ADOPTÉE

RAPPELANT que l'UICN, Union internationale pour la conservation de la nature et de ses ressources (également connue sous le nom d'Union internationale pour la conservation de la nature), est une association internationale d'organisations gouvernementales et non gouvernementales et d'organisations de peuples autochtones qui constituent ses Membres ;

RAPPELANT EN OUTRE que le Congrès mondial de la nature est l'organe suprême de l'UICN ;

RÉAFFIRMANT que les droits des Membres de participer au Congrès mondial de la nature et de voter aux sessions du Congrès mondial de la nature ou par correspondance, comme stipulé dans les Statuts, sont intangibles et constituent la pierre angulaire de la gouvernance de l'Union ;

RAPPELANT que les Règles de procédure du Congrès mondial de la nature donnent la possibilité à tous les Membres de voter sur des motions en personne ou par procuration, comme stipulé à l'art. 66 d) ;

RECONNAISSANT qu'il est crucial de faciliter la participation active et en toute sécurité des organisations Membres au Congrès mondial de la nature de l'UICN ;

RAPPELANT l'Article 21 (a) des Statuts de l'UICN ;

CONSCIENT qu'en cette période de pandémie de COVID-19, l'accès inégal à la vaccination a créé des inégalités inacceptables s'agissant de la participation des Membres ;

INQUIET de constater qu'un grand nombre d'organisations Membres de l'UICN n'ont pas pu ou, en raison de la situation sanitaire, n'ont pas été autorisées à participer en personne à la présente session du Congrès mondial de la nature ;

INQUIET ÉGALEMENT de constater que le Conseil de l'UICN a rejeté les différentes demandes formulées par de nombreux Membres de l'UICN visant à voter en ligne sur les motions et les décisions pendant le Congrès mondial de la nature et que le vote par procuration était la seule option possible pour les Membres qui ne pouvaient pas assister au Congrès, sachant par ailleurs que de nombreux Membres ont peut-être été limités dans le choix de leur mandataire en raison de la pandémie de COVID-19 ;

CONSCIENT des avancées technologiques dans le domaine des réunions virtuelles, lesquelles offrent de nouvelles possibilités s'agissant de la participation effective des Membres en distanciel, notamment en matière de vote en ligne ; et

CONSCIENT que les prochains congrès auront probablement lieu aussi bien en distanciel qu'en présentiel, ce qui aura pour effet de réduire de l'empreinte carbone ,

Le Congrès mondial de la nature, lors de sa session à Marseille, France :

1. **DEMANDE** au Directeur général, au Président et au Conseil de veiller à accorder une attention accrue à l'application de l'Article 21 (a) lors de l'organisation des futures sessions du Congrès mondial de la nature.
2. **DEMANDE** au Conseil de veiller à ce que le soutien financier des organisations Membres pour la prochaine session du Congrès mondial de la nature (2024/2025) ne dépende pas de leur vote à la session actuelle du Congrès.
3. **PRIE INSTAMMENT** le Directeur général de tout mettre en œuvre pour réunir des fonds afin de soutenir la participation des Membres qui, autrement, ne seraient pas en mesure d'assister au Congrès et d'exercer leur droit de vote.
4. **DEMANDE** au Conseil de préparer des projets de révision des Statuts de l'UICN et de formuler des propositions à présenter aux Membres en vue d'améliorer la participation en distanciel des Membres et l'utilisation du vote en ligne pendant le Congrès, et de faire en sorte que l'UICN soit plus souple dans sa réaction face à des circonstances exceptionnelles.
5. **CRÉE** un « Groupe consultatif pour la révision des Statuts » (ci-après dénommé le « Groupe consultatif »), composé de huit membres au maximum et chargé de travailler en collaboration avec le Conseil sur ce sujet.
6. **DONNE POUR INSTRUCTION** au Conseil de lancer un appel à candidatures pour le Groupe consultatif dans les trois mois suivant la clôture du Congrès mondial de la nature
7. **DEMANDE** au Conseil, après réception des candidatures, d'établir la composition du Groupe consultatif en tenant compte de l'expérience des candidats s'agissant des modalités de l'UICN, des connaissances requises, de la représentation géographique, de la diversité et de l'équilibre entre les sexes et les générations.
8. **DEMANDE EN OUTRE** au Conseil d'annoncer la composition du Groupe consultatif dans un délai maximum de trois mois après la réception des candidatures.
9. **CHARGE** le Conseil de communiquer les propositions de révision des Statuts aux Membres, d'organiser une discussion en ligne et de réviser les propositions en fonction du résultat de ces discussions.
10. **DEMANDE** que chaque proposition fasse l'objet d'un vote par voie électronique dans le but de garantir que les changements suggérés seront applicables à temps pour être effectifs lors des préparatifs du prochain Congrès mondial de la nature.

Report of the Council WG on impact of armed conflict on nature

Background information

Taking into account the Resolution WCC-2020-Res-042 on the Protection of the Environment in Relation to Armed Conflict, the IUCN Council has established a Working Group on the Impact of Armed Conflicts on Nature to explore the relevance and options for the involvement of the IUCN in relation to the impact of armed conflicts on biodiversity and post-conflict recovery. The mandate of the working group is as follows:

Decision C108/9

The IUCN Council,

1. Establishes a working group to:
 - a. clearly outline the mandate of IUCN as established in the existing Resolutions and decisions of the IUCN Congress related to issues of peace, security, armed conflict and post-conflict recovery;
 - b. define a scope and the modalities for an IUCN engagement, and specifically the processes related to how and when IUCN and its constituents engage in these situations, including clarity on roles and responsibilities of the various IUCN constituents;
2. Requests the working group to report on progress at the 109th meeting of the IUCN Council.

The Working Group held its 1st meeting (virtually) on the 17th of May, 2023. Based on the deliberations, it is suggested to discuss this issue at the next Council meeting (24-25 May 2023). At the same time, the Working Group has developed the following recommendations for consideration:

1. Assessment of the Impact

The Working group suggests that the main mandate of the IUCN regarding the impact of armed conflicts on biodiversity should be the assessment of nature and the scale of environmental damage caused by armed conflict, including damage to biodiversity, natural habitats, and protected areas.

This mandate given by its resolutions on this issue is justified with the fact that the IUCN as an has access to knowledge resources in almost every country of the world, especially in the form of IUCN members, which are represented by governmental, non-governmental, scientific, and Indigenous Peoples organizations. At the same time, IUCN has extensive knowledge and experience related to biodiversity assessment and management, through the 7 IUCN Commissions and Commission members, especially in the following:

- World Commission on Protected Areas
- World Commission on Environmental Law
- Species Survival Commission

The Working group considers that members of the Commissions, above, should be involved in the assessment process. Similarly, we propose to partner with research centres and NGOs specialized in the field, as well as with members, experts, and local actors invested in the issue. Relevant authorities, in particular if IUCN members, need to be consulted.

Involvement of IUCN also has a particular importance as it can mobilize international and independent experts to provide high-level professional opinion.

2. Recovery

The working group considers that based on the scientific assessment, short-term, long-term, and immediate response plans (including rapid recovery where relevant, e.g.: contamination of water bodies as a result of armed conflict) should be developed. The plans should be developed considering approaches relevant to recover species, ecosystems and restore the integrity of protected areas (including the ecosystem approach and nature-based solutions). These plans should be reviewed and approved by Council, as they potentially have legal, reputational, budgetary and management implications.

We also believe that these plans should be discussed with governments, associations and actors in the field who can assist us in their implementation and amplify the effectiveness of the actions.

3. Criteria for IUCN's engagement in assessment and recovery process

Involvement of IUCN (Members, Commissions, Secretariat) should be exercised only based on the request of the States that are officially recognized by the United Nations or entities representing such States. The State/entity should submit information on the nature and extent of the damage. All necessary engagement criteria must be further developed. First and foremost, in the process of engagement, IUCN should follow the damage criteria that are identified and acknowledged by the IUCN and other recognized international partners as relevant.

4. Budget

Recognizing the sensitivity and political character of the subject, the IUCN Secretariat should develop a separate budget line to fund such activities when necessary. In the case of assessment or recovery, the Council should be the entity that makes decisions on using the funds under this

budget line. This should be the extraordinary budget line and in case of absence of the specific necessity the funds should be spent on other priorities and the Council should make the appropriate decision on the matter.

5. Risk management

Given the potential risks associated with IUCN's engagement in assessing the nature and extent of the environmental damage caused by armed conflict and possible recovery plans, each engagement will require a separate assessment which will allow IUCN to actively manage identified risks.

6. Advising UN agencies

IUCN should provide advice on the issues related to the assessment of the impact of armed conflicts and post-conflict recovery to relevant UN agencies (UNESCO, UNEP, UNDP, etc.) as requested or pro-actively identified by IUCN.

GCC's Task Force on the External Governance review

Ramón Perez Gil S., Shaikha Salem Al Dhaheri, Sixto Inchaustegui

Introduction

As we understood it, our task force had two concrete challenges as requested in the GCC and Council meetings in January.

- A) The first being to analyse the list of recommendations from the final report of the External Governance Review¹ to see if some were of relevance to the mandate of the *Steering Committee of the 20-year Strategic Vision*, and if that were the case flag those specific recommendations. The task was achieved on time and through a very slim document ([GCC Task Force input to Strategic Vision SC March 2023](#)) the pertinent recommendations were flashed . Some discussions on the matter were held online and fortunately also, we had the chance to comment in person (in Costa Rica) the contents of our input with the Secretariat's designated advisor liaison on the topic Tania Amour and through her to the Steering Committee.
- B) The second challenge of the task force was to subsequently focus on the remaining parts of the External Review with the view to making suggestions to GCC/Council through the flagging of particular recommendations of the report that ought to be implemented. Indeed, one could argue that all the recommendations made by the External review team should be adopted and hence implemented, but, in reality, the review was conducted several years ago and the facts and findings that the consultants suggested needed to be addressed, had to do with the prevailing circumstances in those years. Hence, not all of the 51 recommendations made then are pertinent today.

This document refers precisely to this second part of our job and has three sections, first, we present the original, unedited set of recommendations made by the consultants. This is merely a reference like a base line. The second section is the list of recommendations with the Secretariat's evaluation (in the form of a traffic light four colour code) of the status of implementation of selected recommendations. We list in front of this colour code system those recommendations that according to the secretariat have already been implemented. The third section is our Task Force's suggestion on the recommendations that deserve prime attention.

¹ We will be referring naturally to the document titled (C 108 2 4 1) "Final report on "*Management Response to the External Review of aspects of IUCN's Governance*", approved by the IUCN Council on January 8, 2020."

First Section: Original, un-edited list of recommendations.

Following is the list of 51 recommendation of the External Review.

Pillar /risk	Issue	Recommendation
6.1 People (Pillar)	6.1.1 Council composition / dedication of councillors	6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.
	6.1.2 Lack of preparation by council members	6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

Pillar /risk	Issue	Recommendation
		6.1.2.b Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.
		6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.
	6.1.3 Lack of sufficient evaluation at the individual councillor level	6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)
		6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.
		6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.
	6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.	
6.2 Information Architecture	6.2.1 Meeting information / Council papers	6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.

(Pillar)	6.2.2 Insufficient involvement of Council in information design.	6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.
	6.2.3 External information incomplete	6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk
		6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

Pillar /risk	Issue	Recommendation
6.3 Structures and Processes (Pillar)	6.3.1 Council agenda not sufficiently structured or focused on strategic priorities	6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.
		6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).
	6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council	6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.
		6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.
	6.3.3 Perceived lack of neutrality in the DG evaluation process	6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.
	6.3.4 Perceived lack of transparency regarding DG succession / renewal	6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

	6.3.5 Variance in performance of commissions	6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.
	6.3.6 Monitoring & evaluation	6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.
6.4 Group dynamics (Pillar)	6.4.1 Low-energy council meetings	6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.
		6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.
		6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately (<u>Recommendation Rejected</u> by Council 2020. Article 52 of IUCN Statutes assigns the role of chair exclusively to the President except when s/he is absent)

Pillar /risk	Issue	Recommendation
	6.4.2 Lack of “one voice”	6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.
	6.4.3 Little impact by Council on IUCN organizational culture	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.
		6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.
		6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.
6.5 Technical (Risk)	6.5.1 Lack of risk thinking at bureau and Council level	6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.
		6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.
6.6 Strategy (Risk)	6.6.1 Fragmentation within the governance bodies	6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.
		6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).
Pillar /risk	Issue	Recommendation
	6.6.2 Renewing and updating membership engagement	6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.
		6.6.2.b Conduct an analysis of the membership model best adapted to IUCN’s strategy; consider adoption of a more agile process to adapt membership model to IUCN’s strategic changes in the future.
	6.6.3 Lack of Ownership of Strategic Thinking	6.6.3.a Building the Council’s strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.

		6.6.3.b Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process.
		6.6.3.c Further education strengthening the emphasis on Council’s strategic role and building strategic capabilities during the onboarding process.
6.7 Relationships between IUCN governance bodies (Risk)	6.7.1 Relationship between IUCN Council and Management	6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.
		6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.
	6.7.2 Members’ disengagement	6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.
		6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.
	6.7.3 Relationship between council and standing committees	6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.
	6.7.4 Variable performance of commissions	6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.
	6.7.5 Relationship between bureau,	6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.
Illar /risk	Issue	Recommendation
	standing committees and secretariat lacks transparency	6.7.5.b Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.
		6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the onboarding process (refer to skill map in Appendix 11).
		6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.
	6.7.6 Revolving door between Secretariat & Council	6.7.8.a Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.

6.8 Integrity (Risk)	6.8.1 Insufficient degree of independence in ethics oversight	6.8.1.a. An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.
		6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).
		6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.
		6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

Second Section: Secretariat’s traffic light colour code, plus an additional “light green” colour”

The complete details of the Secretariat’s evaluation of progress to December 2022 can be found in the full document.

The recommendations already implemented are those green coded.

GREEN CODED

(The “green” – implemented status means that action is completed and/or on-track based /on-going following concrete approved actions)

Recommendation 6.1.2.b

Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.

Recommendation 6.1.3.a

A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi- annual) assessment against objectives (which should be specified in council members’ contracts.)

Recommendation 6.1.3.b

Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.

Recommendation 6.1.3.d

The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.

Recommendation 6.2.1.a

Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.

Recommendation 6.2.3.b

It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

Recommendation 6.3.1.a

Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.

Recommendation 6.3.1.b

Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7 minutes) with more materials potentially in appendix or in information package).

Recommendation 6.3.2.a

Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.

Recommendation 6.3.2.b

Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.

Recommendation 6.3.3.a

Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.

Recommendation 6.3.4.a.

Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

Recommendation 6.4.1.c (Recommendation rejected by Council 2020. Article 52 of IUCN Statutes assigns the role of chair exclusively to the President except when s/he is absent)

Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately

Recommendation 6.4.2.a

While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.

Recommendation 6.5.1.b

Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.

Recommendation 6.6.1.a

A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.

Recommendation 6.6.2.b

Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.

Recommendation 6.6.3.c

Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the on-boarding process.

Recommendation 6.7.1.b

IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.

YELLOW – LIGHT GREEN - CODED

(The “yellow” – status or partially implemented means that some actions have been implemented the recommendation still need further decision; the “light green” means that with the actions implemented, there is little left to be considered “implemented”.

<p>Recommendation 6.1.1- Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.</p>	
<ul style="list-style-type: none"> • Candidates should be requested to <u>sign a commitment</u> and be asked in Congress why they want to become Council members. <i>(deferred by Council 2016-21 to Council 2021-2025)</i> • A mechanism should be established to provide information to prospective candidates before they are nominated (based on the example developed by the South America Regional Committee of IUCN). <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> • The qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019). 	
<p>Recommendation 6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally</p>	
<ul style="list-style-type: none"> • Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party. <p>Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions.</p> <p>Decision B97/2 Annex 2 (Aug 2021) confirms that commitments / objectives have been approved as part of the qualifications / requirements for elected positions, and establishes the evaluation mechanism. However, the decision refers to the performance standards to next Council. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i></p>	
<p>Recommendation 6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures</p>	
<ul style="list-style-type: none"> • Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee • The evaluations are carried out by the President and Vice-Presidents <u>taking into account</u> self-evaluation and feedback. <i>(deferred by Council 2016-21 to Council 2021-2025)</i> • <u>Performance gaps</u> in terms of missing skills should be addressed by the <u>President and Vice-Presidents</u>. Cf. also 6.1.2. a. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> • Evaluation mechanism for individual member already established Decision B97/2 Annex 2 (Aug 2021). According to Decision B97/2 the evaluation mechanism needs to be included in Council Handbook as 29bis. 	

<p>Recommendation 6.3.6.a Professionalize monitoring and evaluation of IUCN’s strategic process.</p>	
<ul style="list-style-type: none"> On-going development of IUCN 20 -year Strategic Vision. This process includes analysis of external trends. IUCN has developed a MEL strategy and roadmap for IUCN programme. 	
<p>Recommendation 6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.</p>	
<p>Internal and external audit reports shared with FAC ad reported to Council. Other documents such as Membership Strategy and Whistle Blower Policy have been shared.</p>	
<p>Recommendation 6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements</p>	
<ul style="list-style-type: none"> Based on the above, study which <u>membership models</u> are most appropriate for fulfilling strategic plan.(explicitly deferred by Council 2016-21 to Council 2021-2025)The on-going Development of IUCN-20 year Strategic Vision includes the analysis of membership models. GCC has a task force looking at analysis of membership models- IUCN Membership Strategy. 	
<p>Recommendation 6.6.3.a Building the Council’s strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.</p>	
<ul style="list-style-type: none"> The Steering Committee (including Council Bureau) of the IUCN 20 year Strategic Vision has been discussing strategic issues using on-line tools. Council members also discussed Council strategic priorities. 	
<p>Recommendation 6.6.3.b Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process.</p>	
<ul style="list-style-type: none"> Strategic function of Councillors included in qualification and requirements of the position and part of the continuous education programme approved by Decision B97/2 Annex 3 (Aug 2021). According to the Decision B97/2 the education programme needs to be included in the Council Hand Book. 	
<p>Recommendation 6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.</p>	
<ul style="list-style-type: none"> Process for the Legal advisor performance review-evaluation established as per Council Document B7/9 September 2022. 	

<p>Recommendation 6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.</p>	
Partly considered in the planned consultation of the IUCN Strategic Vision-	
<p>Recommendation 6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.</p>	
<ul style="list-style-type: none"> • Launched IUCN digital platforms ("IUCN Engage", and "Contribution for Nature") and other tools such as Newsletter Digest; Online webinars. • GCC has a Task Force working on this issues. 	
<p>Recommendation 6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.</p>	
<ul style="list-style-type: none"> • Decision B97/2 Annex 2 Aug. 2021. Council approved the documents "outline of a Councillor performance mechanism, including the authority of the chairs of the standing committees", as revised (Annex 2). Needs to be included in Council Handbook. 	
<p>Recommendation 6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.</p>	
<ul style="list-style-type: none"> • Recommendation <u>partially accepted</u> as evaluations-should be independent but not necessarily carried out by an external party. • Decision B97/2 Annex 2, Aug. 2021 includes the Performance standards and evaluation mechanisms for both Council Members and Standing Committees. Need to be included in Council Handbook also Annex 7 of the IUCN Council Handbook "Self- Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting" need to be updated as indicated by Council decision B97/2. 	
<p>Recommendation 6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understanding of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).</p>	
<ul style="list-style-type: none"> • Covered for Regional Councillor candidates (nomination process). The qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019). 	
<p>Recommendation 6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).</p>	
<ul style="list-style-type: none"> • Current documents include: Secretariat Code of Conduct and Professional Ethics, Code of Conduct IUCN Council Members. Protocols and standards covered for Secretariat staff, consultancies and agreements with partners (implementing partners). Secretariat online training for staff. 	

<p>Recommendation 6.8.1.d</p> <p>A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind</p>	
<ul style="list-style-type: none"> Whistleblowing and Anti-Retaliation Policy (February 2023) applicable to IUCN staff worldwide. Not applicable to Council or partners. 	

RED CODED

(The “red” – status pending decision/implementation means that up to now, no action has been undertaken)

<p>Recommendation 6.1.2.a</p> <p>Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.</p>	
<ul style="list-style-type: none"> At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a <u>mechanism to map skill sets</u> and provide training or define other mechanisms to complete missing skills. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> The next Council should provide <u>directions to the IUCN membership</u> for the 2024 elections on the skill sets required for an effective Council. 	
<p>Recommendation 6.2.2.a</p> <p>Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight</p>	
<p>Empower the <u>Bureau to support the Council in its strategic direction and oversight</u> functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the <u>Council Handbook</u>.</p> <ul style="list-style-type: none"> The next Council should develop a <u>mechanism</u> for the provision of the relevant information and analysis in time to be implemented in 2021. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 	
<p>Recommendation 6.2.3.a</p> <p>Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk</p>	
<ul style="list-style-type: none"> The next Council defines which <u>external sources of information and analysis</u> are required for Council to exercise its strategic and oversight roles referred to in 6.2.2. a. 	

<p>Recommendation 6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.</p>	
<ul style="list-style-type: none"> • Recommendation <u>partly accepted</u> as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions. • Strengthen the annual <u>reporting obligation</u> of the Commissions to Council on the basis of Regulation 78bis. – <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 	
<p>Recommendation 6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.</p>	
<p>Recommendation 6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.</p>	
<ul style="list-style-type: none"> • Recommendation partially accepted as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC). 	
<p>Recommendation 6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.</p>	
<ul style="list-style-type: none"> • <u>Define organization culture indicators and data sources</u> to operationalize agreed cultural values. • Include this in <u>induction program</u> for Council. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 	
<p>Recommendation 6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.</p>	
<p>Recommendation 6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.</p>	
<ul style="list-style-type: none"> • The <u>Bureau will be responsible</u> for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the <u>Council Handbook</u> as part of the extended role of the Bureau described in 6.2.2.a. 	
<p>Recommendation 6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.</p>	

<ul style="list-style-type: none"> • Recommendation <u>partially accepted</u> as a different type of evaluation should be available for each level of <u>leadership in the Commissions</u>. 	
<p>Recommendation 6.7.5.b</p> <p>Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.</p>	
<ul style="list-style-type: none"> • Recommendation <u>partially accepted</u> as a clear communications protocol should apply not only to the Bureau’s own processes but to the Council and its subsidiary bodies. 	
<p>Recommendation 6.7.5.d</p> <p>Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.</p>	
<ul style="list-style-type: none"> • Recommendation <u>partially accepted</u> as it applies not only to the Bureau’s own processes but to the Council and its subsidiary bodies as in 6.7.5.b. 	

<p>Recommendation 6.7.6.a</p> <p>Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.</p>	
<p>Recommendation 6.8.1.a</p> <p>An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.</p>	
<p>Recommendation 6.8.1.c</p> <p>A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the Councillor code of conduct.</p>	

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Third Section:

This third section is **our** Task Force's suggestion on the recommendations that deserve prime attention or not. We group them in four blocks, first of the highest relevance, and then the relevance hence priority diminishes to those of the least importance or that we believe are not pertinent nowadays. Let us underline this is OUR interpretation and therefore our perceived ranking.

Block A

EVEN though these are presumably implemented we believe they are of the utmost importance and hence the progress so far worth of being reviewed and if adjustments seem appropriate should be acted upon timely.

6.3. Structure and Process

6.3.1.a Final meeting agenda circulated 3-4 weeks in advance of council meetings to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval. (Green)

6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7 minutes) with more materials potentially in appendix or in information package. (Green)

6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/web conference and twice in person before Council meetings. (Green)

6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand. (Green)

6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee. (Green)

THIS recommendation in particular seems quite timely.

6.3.4 Perceived lack of transparency succession renewal

6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.(Green)

6.4.3 Little impact by Council on IUCN organizational culture

6.4.3.b Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.

6.6.3 Lack of Ownership of Strategic Thinking

6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.

6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.

6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the onboarding process.(Green)

Block B

THESE group of recommendations seem appropriate to strengthen the Council's performance, we believe they are important indeed and ought to be address properly.

6.2.2 Insufficient involvement of Council in information design.

6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.

6.2.3 External information incomplete

6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk.

6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.(Green)

6.3.6 Monitoring & evaluation

6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.

6.4.3 Little impact by Council on IUCN organizational culture

6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organizational measurement systems.

6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.

6.5.1 Lack of risk thinking at bureau and Council level

6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.

6.6.1 Fragmentation within the governance bodies

6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

6.7.1 Relationship between IUCN Council and Management

6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.

6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions. (Green)

Block C

THESE recommendations are in our humble opinions the ones of the lesser priority of those suggested by the External Review team. We think some are being addresses indirectly in other and will eventually resolve or fall into irrelevance.

6.6.2 Renewing and updating membership engagement.

6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.

6.6.2.b Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.

6.7.2 Members disengagement

6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.

6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.

6.8.1 Insufficient degree of independence in ethics oversight

6.8.1.a. An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.

6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).

6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.

6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

Block D

THESE recommendations, as we see it, might not be as relevant or pertinent now, as there were in the past.

6.1.1 Council composition dedication of councillors

6.1.2.a Council could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council, to help build alignment of skills with strategic

direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.

6.1.3 Lack of sufficient evaluation at the individual councillor level

6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the GCC within the limitations of the structures.

6.7.3 Relationship between council and standing committees

6.7.3.a Introduce committee-specific performance standards into Council member job descriptions and ensure accountability to these standards is done regularly and transparently.

6.3.5 Variance in performance of commissions

6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.

6.7.4 Variable performance of commissions

6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.

6.7.5 Relationship between Bureau

6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

6.7.5.b Greater transparency of bureau's own processes and discussions and reporting back to council for decision-making.

6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the onboarding process.

6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.

6.4.1 Low- energy council meetings

6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined, and productive council culture, as well as to manage meetings with discipline.

6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis and provided by the chair of the Governance and Constituency Committee.

6.7.6 Revolving door between Secretariat & Council

6.7.8.a Require a minimum of a 2-year "cooling-off period" for secretariat employees who wish to become Councillors.



International Positioning

(Council agenda item 3.5, PPC agenda item 8)

Sonia Peña Moreno, Director, International Policy Centre

May 2023
109th Meeting of the IUCN Council



2023- Some highlights

- International Marine Protected Areas Congress – IMPAC5
- Marine biodiversity beyond national jurisdiction - BBNJ IGC5(bis)
- UN Water Conference
- International Seabed Authority



UN 2023 WATER CONFERENCE

NEW YORK 22-24 MARCH 2023

Climate change and biodiversity

- **Intergovernmental Panel on Climate Change (IPCC-58)**
- **UNFCCC** submissions
- **CBD COP15 follow-up**
 - Nomination of experts, peer review comments, socializing GBF and mapping out IUCN's role in its implementation





Other highlights

- **UNECE Regional Forum on Sustainable Development**
- **United Nations General Assembly**
- **G20 – Sustainable Finance & Environment and Climate Sustainability Working Groups**
- **G7 – Ministers' Meeting Climate, Energy, Environment**
- **Plastic Pollution, Chemicals and Waste**



BASEL / ROTTERDAM / STOCKHOLM
CONVENTIONS





Looking ahead – UNFCCC COP28



COP28
UAE

- **IUCN@COP28 Working Group** formed and active; **IUCN delegation** on-site
- **Position paper with key policy messages:**
 - Urgency and scale/ambition of **emission reductions** required in the coming decade – across all sectors – to keep 1.5°C alive
 - **Critical role that NbS can play** – especially in the near-term – to deliver benefits for both climate mitigation and adaptation
 - Urgency of **mobilizing finance at scale for NbS** – especially for Indigenous Peoples and Local Communities
 - Importance of better **aligning the biodiversity and climate agendas** and processes at national level (NDCs-NBSAPs, etc)
- **Mobilising support & action:**
 - ENACT Initiative, other relevant IUCN Initiatives
 - UN High-Level Climate Champions, UAE Presidency, Marrakesh Partnership on nature-related initiatives
 - IUCN events across multiple spaces (exploring having an IUCN pavilion)



Engagement and contribution to UNFCCC

- **Continued contribution to UNFCCC's processes**
 - Global Stocktake on Paris Agreement
 - New work programmes on Mitigation & Adaptation
 - Ocean & Climate Change Dialogue
 - Local Communities and Indigenous Peoples Platform (LCIPP)
 - Lima Work Programme on Gender (LWPG)
- **Participation at the upcoming Subsidiary Bodies' meeting (SB58)**
 - Small technical IUCN delegation
 - Co-host event “Taking stock of global progress on NbS to climate change” with Germany and Peru and including COP27 Presidency and UNEP
 - Co-convene other meetings linked to FEBA and ENACT





Looking ahead – CMS COP14



- Samarkand, Uzbekistan, 23-28 October
- **IUCN delegation**, DG to head the delegation
- **Daily delegation meetings**, “**extended**” delegation meetings to be scheduled
- Engagement being coordinated by the **Species Conservation Action Team** – close collaboration with **Species Survival Commission** and others
- Participation at **High-Level Segment**
- **IUCN Position Paper** to be prepared, consulted and released
- **Side events to be organized** highlighting priority areas for IUCN in the COP agenda (including the Global Species Action Plan and synergies across BRS in light of the GBF...)
- Discussions with host country (IUCN Member) to have a **joint pavilion**





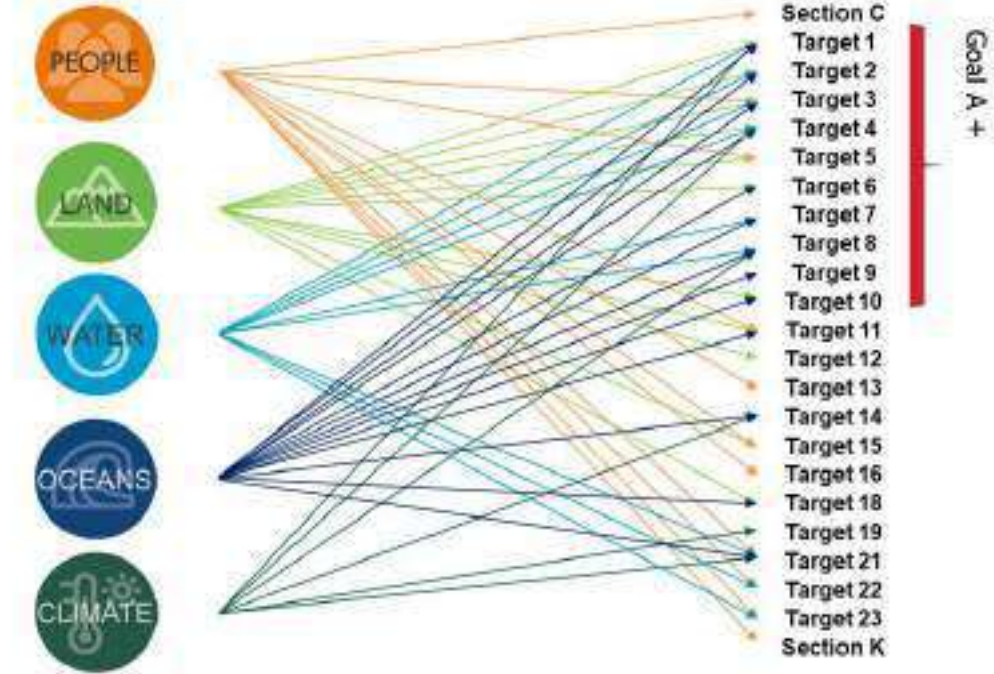
Looking ahead – CBD

- International Day for Biological Diversity
- Sustainable Ocean Initiative Workshop
- Global partnership to support the achievement of Target 3
- Informal Advisory Group on Technical and Scientific Cooperation
- MAHTEG on Synthetic Biology
- Advisory Committee on Resource Mobilization
- **Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA25)**
- Working Group on Article 8(j) and Related Provisions
- Working Group on Benefit-sharing from the Use of Digital Sequence Information on Genetic Resources



IUCN Engagement in CBD SBSTTA25

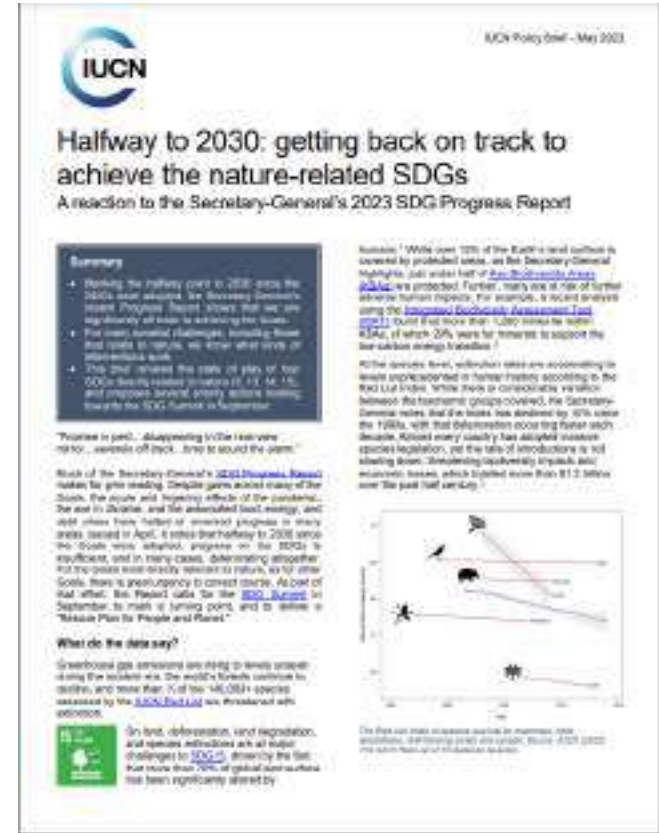
- 16 – 19 October 2023, Nairobi, Kenya
- IUCN delegation
- **Position paper with IUCN’s key messages** to be prepared, consulted, released
- **Issues and policy briefs/ information papers** to be developed and released
- Host /co-organize a limited number of **side events**
- Engagement with **Members, Commissions, Parties and Partners** ahead and during





Looking ahead – other processes

- **Plastic Pollution INC2 & INC3**
- **CITES- Plants and Animals Committees**
- **High-level Political Forum on Sustainable Development (HLPF) 2023**
- **28th Session of the International Seabed Authority Part II**
- **G20 Environment Ministers’ Meeting**
- **Seventh Assembly of the Global Environment Facility (GEF)**
- **Tenth Session of the Plenary of the Intergovernmental Science-policy Platform on Biodiversity and Ecosystem Services (IPBES-10)**
- **Extended 45th session of the World Heritage Committee**
- **78th Session of the UN General Assembly (UNGA 78)**
- **SDG Summit 2023 & Climate Ambition Summit**
- ...

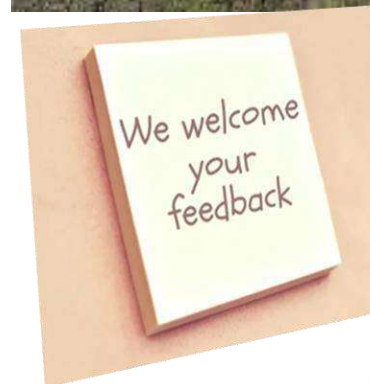
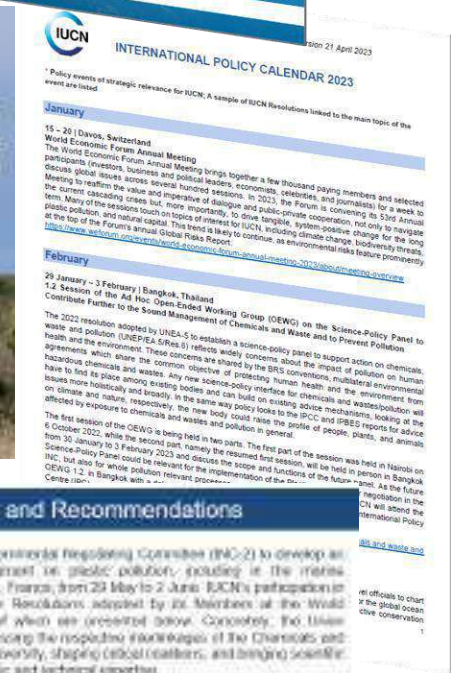




IUCN Policy Procedures & Policy cycle

Increasing awareness, information and buy-in

- **Policy Calendar** released and updated regularly
 - Defining policy priorities
 - Identifying engagement plans /strategies
 - Links to IUCN Resolutions & Recommendations
- **Socialization, amplification...**
 - Increased communications & outreach (IUCN@..., dedicated webpages)
 - IUCN Digest - standing section on Resolutions & Recommendations
 - Policy Cycle presentations to Commissions
 - Engagement with National and Regional Committees (GBF follow-up)
 - Webinar series started – IUCN Policy 101
- ...





Muchas Gracias

sonia.penamoreno@iucn.org



109th Council meeting, Gland, 23-25 May 2023

Agenda Item 4: IUCN World Conservation Congress 2025

Host Country selection process for the IUCN World Conservation Congress 2025

*SUMMARY OF HOST COUNTRY SELECTION
PROCESS*



- Selection process divided into 3 phases (based on lessons learnt from 2021):
 - Phase 1 - Statement of requirements based on the [8 high level criteria, approved during the 107th Council meeting](#)
 - Phase 2 - Request for Bids
 - Phase 3 - Site inspection, risk assessment, final scoring and recommendations to Council
- Invitation sent to State and GA Members in March 2022.
- **6 expressions of interest** following Phase 1 analysed by the Global Convenings and Events Unit.
- Full Statement of Requirements for Phase 2 issued to 3 eligible Candidates.
- Information session held in September 2022 and Q&As open through October 2022.
- 2 bids for Phase 2 received by 15 November 2022.
- Bids evaluated by a panel of 5 selected amongst IUCN Secretariat staff for their knowledge of IUCN and of event planning requirements.
- Evaluation in line with the technical and financial criteria as described in the Request for Bids_Phase 2.
- Risk assessments and site inspections conducted in early 2023.
- Final binding proposals received on 17 March 2023.
- Re-ranking of the final proposals by the Secretariat evaluation team.
- Evaluation report to Council for its decision on the Finalist.
- Council decides during the 109th Council meeting (Gland, 23-25 May 2023) whether or not to accept the recommendation on the Finalist (subject to final negotiation of any outstanding issues).
- Negotiations with the Finalist on the Hosting Agreement to be conducted from **May to early/mid-July 2023**.
- Should the negotiations around the Hosting Agreement be successful, the IUCN Director General will inform the Council **mid-July** and
- IUCN will formally announce the Finalist as host country (“Host Country”) and the 2025 Congress dates.
- Signing ceremony of the Hosting Agreement with selected Host Country will take place **late July/Early August**.

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

PROPOSAL FOR MEMBERSHIP DUES OF VENUE-BASED ORGANISATIONS WITHIN IUCN

DRAFT

Date: 2 May 2023

Prepared by Secretariat in consultation with the Council Working Group on Membership Dues

At its last meeting in January 2023, Council made the following decision C/108/14:

//

The IUCN Council,

Having received the report of the Council Working Group on membership dues, On the recommendation of the Governance and Constituency Committee (GCC), Decides:

1. That the Working Group with the support of the Secretariat develops a proposal to operationalize **Membership dues** for the special case of venue-based organizations which includes:

a. **A definition of what is a venue-based organization** ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organizations.

b. **A methodology for calculating the dues**, possibly based on that used by Association of Zoos and Aquariums. (consultation with the organizations concerned on these proposals will be organized)

c. A consideration of applying any dues change retroactively to 1 January 2022.

d. A consultation with Members. With the intention that the analysis is completed by May 2023 and a timeline set for remaining steps.

//

The Dues Task Force/Council's work arises from the following decision of IUCN Members:

The IUCN Members, by electronic vote taking place from 27 January to 10 February 2021:

On the proposal of the IUCN Council,

1. **ADOPT** the proposal for membership dues, according to Article 20 (f) of IUCN Statutes (Annex 1), and

2. **MANDATE** the 2021–2024 Council to:

• **CONTINUE THE WORK** achieved by the 2016–2020 Council on:

a. the issue of dues for venue-based organisations and government agencies;

b. the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues; and to

• **SUBMIT** both proposals to IUCN Members by electronic vote before the next Congress.

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

This paper outlines the following proposals in response to Council decision C/108/14.

(a) “A definition of what is a venue-based organization ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organizations”.

Proposed definition (based on proposal made by the former Dues Task Force (Jon Paul Rodriguez):

Venue-based organizations¹ 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 university²,*
- *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 organization³.*

Background, analysis and implications:

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. Venue-based organisations with a major physical infrastructure have significantly higher total expenditure on non-conservation activities and therefore their membership dues are inflated above what another IUCN Member pays while undertaking the same amount of conservation activity.

Please note no changes to the current dues are suggested for venue-based organizations that are part of the government agency membership category (e.g. Al Ain Zoo, Zoos Victoria and the Canadian Museum of Nature are in the government agency category) as this category has not been affected by the new methodology for calculating membership dues for NGOs and INGOs introduced as of 2022.

As of 8 March 2023, there are 77 Members that may qualify as venue-based organisations using the above definition. Since the introduction of the new method for calculation for the IUCN membership dues in 2022, out of these 77 Members:

¹ Translation agreed in 2020, which may be useful for future: 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 not-for-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.

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

- 3 have changed their category to affiliate (Royal Zoological Society of Antwerp; Zoological Society of London, UK; Smithsonian Institution, USA),
- 3 have withdrawn (Lincoln University, Faculty of Environment, Society and Design; Cleveland Metroparks; Singapore Zoological Gardens),
- 14 have not paid, and
- 9 new Members have joined at the higher new dues level (8 are zoos, one is a university).

(b) Two proposals for the methodology of calculating the dues

Based on the work of the former and current Dues Task Forces, this paper puts forward two options for consideration:

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

The Council Working Group on Membership Dues recommends that Council approves the “Dues based on conservation activities only” for venue-based organizations as defined in (1) duly noting the implications as analyzed below.

1. **Dues Based on Conservation Activities Only:** Using the same scale for NGOs and INGOs (category B), this option will only take into account the venue-based organization’s expenditure on conservation activities and not their total expenditure. This would be assessed based on:
 - 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 nor its conservation expenditure is not included in their audited accounts, the Member would be asked to self-report modeled on the criteria used by the Association of Zoos and Aquariums (AZA) in the US for assessing the expenditure of their members on field conservation. [AZA requires its members to self-report their annual conservation expenditure in the following five categories:](#)
 - 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

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

minimum for self-reported conservation expenditure will be set at 25% of total expenditure and cannot be lower than that.

- d. Members that do not supply the above information within the required timeframe will automatically be invoiced dues based on the organization's total expenditure.

Analysis and implications:

- There would be a reduction in the membership income from each venue-based organisations as their membership dues will be lower. An estimate of the financial implications are:
 - The Membership income for the 77 venue-based organisations currently total: CHF462,597 in 2022.
 - The annual Membership income for the 77 venue-based organisations based on the proposed approach would be: CHF346,930. This has been calculated using 'Conservation expenses' in Members' annual reports wherever possible and for others with a reduction of one group lower than the current group. Members paying lower dues than CHF 3,150 (Group 6 or AF rates) were left as is (i.e. no reduction of group).
 - The lower fee may help retain existing venue-based organisations as Members and also attract new ones.
 - The field conservation categories used for self-reporting will need to be tested for botanical gardens, museums and sporting organisations, to make sure it can be effectively implemented.
 - There will be an additional IUCN administrative cost to collect and review the information submitted. There will be also an added administrative burden for members who would have to self-report the five categories outlined above.
 - It would set a precedent. Other Members (e.g. Indigenous People's Organisations, other NGOs) could argue that they should be treated the same way as venue-based organisations and pay dues based only on their conservation activities. If successfully argued, there is a risk that the methodology is applied to all NGOs leading to a significant reduction in membership income and increased complexity and administrative costs to set the dues.
2. **A Cap on Dues:** This proposal introduces a cap on dues for venue-based organisations. Taking into account the work of the previous Dues Task force and the survey conducted by IUCN and WAZA, it was suggested that the flat fee to be set at CHF5,030. Those venue-based organisations which qualify for lower membership dues than CHF5,030 will be charged the smaller amount. It should be noted that this approach was discussed during the last Council and was rejected due to reasons mentioned below.

Analysis and implications:

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

- This approach goes against one of the most important principles of IUCN which is to promote equity. The current dues guide is set to ensure the dues reflect the financial capacity of the members. It should also be noted that there is already a cap for members with big operations as the highest due group cannot go up more than chf 20,620 for NGO/ INGO members.
- There would be a reduction in membership income. The financial analysis suggests a reduction in annual membership income from CHF462,597 (which was invoiced in 2022) to CHF250,600. This has been calculated by applying the maximum dues of CHF5,030 to all Members in Group 7 or above. All other dues remain the same.
- The maximum dues limit may help IUCN gain new Members: A survey conducted by IUCN and WAZA showed that up to 100 organisations (zoos and aquariums) would join IUCN if the level of dues they had to pay was lower than that prescribed by the current methodology. The survey showed that they were willing to pay around CHF 5,000 to join IUCN.
- It would set a precedent. Other Members (e.g. Indigenous People’s Organisations, other NGOs) could argue that they should be treated the same way as venue-based organisations and have their dues capped at CHF5,030. If successfully argued, there is a risk that the methodology is applied to all NGOs leading to a significant reduction in membership income and increase in administrative costs to set the dues.
- Others may argue that it goes against the “ability to pay” principle, and provides unfair special treatment to venue-based organisations.
- There will be an additional IUCN administrative cost to assess whether a Member qualifies as a venue-based organisation.
- In this context, it has to be noted that as a way of principle, all members in the same category of membership shall be treated equally and therefore shall either pay the same amount of membership dues or be subject to the same method of calculation of their dues. To apply a different amount or method of calculation for the dues of a sub-group of members in the same category, which furthermore is not a distinction that exists in the Statutes, it is therefore essential to be able to objectively justify a different treatment. Since the method of calculation of the membership dues for NGO and INGO Members is based on the expenses of the concerned organisations and therefore takes into account the financial power of such organisation, it would be preferable that the method applied to the venue-based organization also takes this into account.

(c) A consideration of applying any dues change retroactively to 1 January 2022.

In order to implement the proposed changes to the calculation of the membership dues that would apply to venue-based organisation, the IUCN Membership Dues Guide adopted by IUCN Members by electronic vote in February 2021 and modified in September 2021 at Congress (“the Dues guide”) will need to be amended. As expressly decided by IUCN Members such amendment can take place by electronic ballot pursuant to article 94 of the Statutes and Regulations 94 (see section (d) for the proposed timeline).

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

As a way of principle, decisions of IUCN Members shall become effective at the close of the electronic vote at which they are adopted (prospectively). To apply a decision to a situation that have occurred before the decision was taken (retrospectively) should generally be avoided as it poses a challenge to the fundamental principles of equality, certainty and predictability. In the concrete case, the entry into force of the Dues Guides has already created obligations for all IUCN Members to pay their dues in accordance with the new dues scale as from the 1st of January 2022 and the related amount of dues were taken into account as expected receivables for IUCN in the financial plan for 2022 and 2023 as well as in the audited financial statements for 2022, both approved by the IUCN Council. To apply the amendment to the Dues Guide retroactively as of the 1st of January 2022 would set a delicate precedent, in particular because of the long period of retroactivity and the fact that the decision has already been implemented⁴. Some Members concerned have paid their dues, others withdrawn or changed membership categories as a consequence of this implementation. Allowing any dues change to be retroactively applied for a certain group of Members is therefore likely to be seen as discriminatory and unfair by other Members. It will also add an administrative and financial cost to IUCN at a time when it is trying to maximize its investments in conservation rather than administrative activities.

(d) A timeline set for the remaining steps including a possible consultation with Members.

1.	Council to review/approve proposal by the Dues TaskForce	109 th Council in May 2023
2.	If Council approves one of the options proposed (step 1), Secretariat to prepare amendment to the Dues Guide based on the above Council decision, and submit to Council for its approval	110 th Council in Nov 2023
3.	If Council approves draft amendments (step 2), final proposal for amending the Dues Guide to be submitted to an electronic vote by Members (18 weeks in total – this process includes inviting all Members to comment on the proposed amendments via an online discussion forum before the voting process begins)	If proposal is approved by Council in Nov 2023, e-vote could take place at the end of the year or early 2024 ⁵ .
4.	Changes to Dues Guide become effective following the approval of the amendments by IUCN Members	Second quarter of 2024

⁴ In a recent request to apply a change of membership category retroactively to 2022, the Council decided that retroactively should not be granted.

⁵ To note that whenever the decision is approved by Members, it should take into account that the revised dues will be invoiced to the concerned Members around October-November of each year during the official membership dues invoicing process. In principle the revised dues will only be valid from the year after decision. It is therefore recommended to have a decision by Members before those dates to allow the necessary adjustments to the invoicing system. If decision is made later or in parallel and doesn't allow to prepare on time, invoices will have to be corrected retroactively. Another option is to not invoice/hold the invoice, for those Members and send it only once the decision is made.

Progress report made available by the Chair of the Dues Working Group on 19 May 2023. It will be supplemented by a verbal report of the WG Chair during C109

Background information on electronic/online vote timeline

- Electronic/online votes are run according to [Regulation 94](#) of the Statutes.
- A period of 14 weeks is necessary from the start of the process to the actual online vote, which is scheduled for 2 weeks. The publication of the results is then made within two weeks after the end of the vote. **In total, the full process takes 18 weeks (4.5 months).**
- Electronic votes with Members are already foreseen to implement WCC resolution 148 on the hybrid World Conservation Congress and the resolution on the motions process. It is suggested that all these votes are combined in one process so as to maximize the voting on each issue by Members and avoid confusing Members with a different e-vote in the same period.



8th Meeting of the Governance and Constituency Committee, 13 April 2023

Agenda Item GCC8/2

Consideration of 12 membership applications

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to the IUCN Council on the 12 following membership applications:

Twelve (12) new membership applications, which have been filed by 31 December 2022, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council APPROVES or DEFERS or REJECTS the admission of xx Members.

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is governed by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 12 membership applications and to make a recommendation to IUCN Council. As per the admissions process, all applications were shared with IUCN Members (Regulation 14).

1. Twelve (12) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to the IUCN Council on the 12 new membership applications which have received no objections from IUCN Members. See **Annex I** for the list of applications. *In the table of Annex I, click on the link in the right-hand column to open the application form with the information provided by each applicant, the endorsement letters, feedback received from due diligence process and the assessment form completed by the Secretariat when reviewing membership applications.*

These 12 applications were submitted by the deadline of 31 December 2022 and circulated to IUCN Members on 27 February 2022. Members had until 27 March 2023 to submit an objection (Regulation 15). No objections were received.

*Following Council decision [C/94/13](#), Councillors and National/Regional/Interregional Committees are requested to answer a set of questions on each new submitted application. The feedback received for some of the applications is available through the links provided for each application in **Annex I**. Additional questions to applicants, also endorsed by Council in May 2018, are answered directly by the applicants through the application form, also available through the links in **Annex I**.*

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	New Millennium Women Empowerment Organization	NMWEO	Ethiopia	http://nmweo.org/	National NGO	1) NG/25592 Population, Health and Environment Ethiopia Consortium, Ethiopia 2) GA/271 Ethiopian Wildlife Conservation Authority, Ethiopia	NMWEO
	2	Indigenous Information Network	IIN	Kenya	http://indigenous-info-kenya.net/	Indigenous Peoples' Organisation	1) NG/26045 Conservation Alliance of Kenya, Kenya 2) IP/25031 Asociación SOTZ'IL (Center for Maya Research and Development), Guatemala 3) IN/274 African Wildlife Foundation - Kenya HQ, Kenya	IIN
Meso and South America	3	Secretaría de Ambiente del Gobierno de la Ciudad Autónoma de Buenos Aires (<i>Environmental Secretariat of the Government of the Autonomous City of Buenos Aires</i>)	SECA	Argentina	https://www.buenosaires.gob.ar/jefe-degobierno/ambiente	Subnational Government	N/A	SECA
	4	Associação de Zoológicos e Aquários do Brasil (<i>Brazilian Association of Zoos and Aquariums</i>)	AZAB	Brazil	https://www.azab.org.br/	National NGO	1) IN/216 World Association of Zoos and Aquariums, Spain 2) NG/25459 WCS Associação Conservação da Vida Silvestre (Wildlife Conservation Society WCS), Brazil 3) NG/25790 Sociedade para a Conservação das Aves do Brasil - SAVE Brasil, (Society for the Conservation of Birds in Brazil), Brazil	AZAB
	5	Asociación Balam ONG (<i>ONG Balam Association</i>)	BALAM ONG	Guatemala	https://asociacionbalam.org.gt/	National NGO	1) IP/25448 Asociación Ak'Tenamit (AK'Tenamit Association), Guatemala 2) IP/25031 Asociación SOTZ'IL (Center for Maya Research and Development), Guatemala	BALAM
	6	Earthgonomic México A.C.	EME	Mexico	http://www.earthgonomic.com/	National NGO	1) NG/26000 Centro Intercultural de Estudios de Desiertos y Océanos (Intercultural Center for the Study of Deserts and Oceans), Mexico 2) NG/25032 Reforestamos México A.C., Mexico	EME
	7	Asociación Adopta el Bosque Panama (<i>Adopt a Panama Rainforest Association</i>)	ADOPTA	Panama	https://adoptabosque.org/	National NGO	1) NG/1249 Fundación para la Protección del Mar (Foundation for the Protection of the Sea), Panama 2) NG/25467 Centro de Incidencia Ambiental (Environmental Advocacy Center), Panama 3) Comité Nacional de Miembros de Panamá de la UICN (Panama National Committee of IUCN Members)	ADOPTA
North America and the Caribbean	8	Wilder Institute / The Calgary Zoo Foundation	WI/CZ	Canada	https://wilderinstitute.org/	National NGO	1) IN/216 World Association of Zoos and Aquariums WAZA, Spain 2) NG/1538 Zoologischer Garten Köln (Cologne Zoological Garden), Germany	WI/CZ
	9	Earth Law Center	ELC	United States of America	https://www.earthlawcenter.org/	National NGO	1) NG/26056 Stop Ecocide International Ltd, UK 2) NG/25933 Center for Environmental Ethics and Law, USA	ELC
South and East Asia	10	Beijing Greenovation Institute for Public Welfare Development	GHUB	China	https://ghub.org.cn/	National NGO	1) NG/25044 All-China Environment Federation, China 2) NG/25487 China Mangrove Conservation Network (legal name: Putian Green Sprout Coastal Wetlands Research Center), China 3) NG/25182 Shan Shui Conservation Center, China	GHUB
West Asia	11	King Salman Bin Abdulaziz Royal Reserve Development Authority	KSRNR	Saudi Arabia	https://ksrnr.gov.sa/en	Government Agency	N/A	KSRNR
West Europe	12	Alive Fundació (Alive Foundation)	AF	Spain	https://alivfund.org/	National NGO	1) NG/597 Lliga per a la Defensa del Patrimoni Natural (League for Natural Heritage Defense), Spain 2) AF/890 Parc Zoològic de Barcelona (Zoological Park of Barcelona), Spain	AF



Meeting of the Governance and Constituency Committee, 13 April 2023
Agenda Item GCC8/3

Change of category or name of IUCN Members and notification about State Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Take note of the change of name of one current Member organisation and inform the IUCN Council of the name change.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council

1. TAKES NOTE of the name change of one current IUCN Member (as per table below).

Background

1. Change of name of one current IUCN Member organisation

The Governance and Constituency Committee is requested to take note of the change of name of the following current IUCN Member organisation and to inform the IUCN Council accordingly:

Member ID	Previous name	New name	Country
ST/1251	Ministero della Transizione Ecologica	Ministero dell'Ambiente e della Sicurezza Energetica / Ministry of Environment and Energy Security.	Italy



Meeting of the Governance and Constituency Committee, 23rd May 2023
Agenda Item GCC9/X

Change of category of IUCN Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Make a recommendation to the IUCN Council regarding the request from one IUCN Member to change their membership category.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council

1. APPROVES the request from one IUCN Member to change their membership category (as per table below).

Background

1. Change of membership category of one current Member organisation

According to Regulation 21 of the IUCN Statutes:

On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.

The change of membership category of the following Member needs to be considered:

Member ID	Name	Country	Current category	Requested new category
a. NG/69	Zoologische Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt <i>(Frankfurt Zoological Society of 1858-Help for Threatened Wildlife)</i>	Germany	National NGO	Affiliate

- a. The **Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt** admitted in 1958, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021; and internal structural reasons. This is a temporary solution that they will reconsider, also when a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.

109th Council meeting, Gland, 23-25 May 2023

Agenda Item 6: Strategy for Knowledge Products and Strategy for the IUCN Academy

INITIATIVE FOR THE FUTURE OF IUCN CAPACITY BUILDING

Council decision:

Requests the Director General to:

- revise the document¹ to fully address the decision of the Extraordinary Council meeting, comments in the PPC and Council meeting, and with consultation with all the Commissions. The revision must include a full rationale, feasibility study, needs analysis, analysis and management of intellectual property issues and agreements with relevant academic institutions, gap analysis of what IUCN can contribute through the Academy that is not already available through IUCN Commissions, Members, or other organizations;
- submit its revision to the 109th meeting of the Council, for discussion and potential approval;
- suspend all new external initiatives in the context of the IUCN Academy until Council approves the above-mentioned strategy.

¹ Council document C108/7/2

1. Executive Summary

As the pace of change in working practices has been further increased by the coronavirus pandemic, the profiles, and ways of working of tomorrow's conservationists, and their education needs, are also evolving quickly.

The Montreal Kunming Global Biodiversity Framework recognises this need for “[...] *transformative, innovative and transdisciplinary education*[...]”, in a context where the demand for “green skills” increases and the availability of talents remains insufficient.

In the seven decades of its existence, IUCN has already delivered a wealth of capacity building, notably through its project portfolio, through Commissions and in partnership with our Members. Nevertheless, these capacity building activities did not always realise their full potential for transformation. Indeed, they existed with very few to no connections with each other. Most Secretariat staffs involved received little to no training in the domains of andragogy and pedagogical engineering and, when proposing online training, used online learning techniques which did not reflect the latest technological and pedagogical developments in the field.

Despite the above, IUCN remains in a unique position to deliver this much needed education for conservation, notably because of its mandate, its expertise on the ground, its network of experts, and its global reach.

In this context, the IUCN Academy is an opportunity to increase the quality and impact of the capacity building of IUCN, while providing a sustainable model to support the education needs of IUCN Members which cannot be covered through the portfolio.

To date, the Academy has launched a learning platform to host all its courses (whether delivered online or in other formats), and it developed quality assurance processes for the capacity building components of the IUCN project portfolio. It has also started supporting the project teams in the development and delivery of those activities.

In addition, the Academy released several courses that aim to address some of IUCN Members' capacity building needs. Indeed, as primary contributors to IUCN's mission, working alongside the IUCN Commissions, Members are targeted as primary beneficiaries of the Academy. And in this context, IUCN Commissions can play a critical role in helping identify those needs and support content development.

More generally, the Academy has the potential to contribute to the development of the much-needed talents in conservation. To date, more than 3,000 accounts have been opened on its platform and more than 1,450 participants have been enrolled in its courses. The vast majority of these courses (6 out of 7) are offered for free. For the one course designed to also generate revenue, nearly 50% of its participants are IUCN Members and/or have benefitted from a scholarship. Most of the associated revenue has been used to develop other courses also available on the platform. Hence, the fees collected from 110 participants (8%) have helped provide the opportunity for 1,260 individuals (92%) to participate in free courses.

As it further develops its activities, while continuing to implement and improve the sustainable model being tested, the Academy could be a source of unrestricted funding for IUCN, which significantly contributes to the development of the capacities of the Union, and trains thousands of individuals to grow the pool of conservation talents who can lead the path to a society which values and conserves nature.

2. Rationale for the Initiative: Problem & Solution

2.1 Problems we solve

The general context

As the pace of change in working practices has been further increased by the coronavirus pandemic, the profiles, and ways of working of tomorrow's conservationists, and their education needs, are also evolving quickly.

While estimating the extent of the training needs of professionals around the topic of nature conservation can be difficult, there are some general indicators that suggest continuing education in this domain should be a significant and growing area of focus.

To start with, several multilateral instruments have recognised the need for education for conservation to tackle the challenges our societies are facing. The latest of those being the Kunming-Montreal Global Biodiversity Framework, which states in its Section C para 22 "*The implementation of the framework requires transformative, innovative and transdisciplinary education, formal and informal, at all levels, including science-policy interface studies and lifelong learning processes, recognizing diverse world views, values and knowledge systems of indigenous peoples and local communities*".

Articles 11 and 12 of the UNFCCC Paris Agreement also state "*Parties shall cooperate in taking measures, as appropriate, to enhance climate change education, training, public awareness, public participation and public access to information, recognizing the importance of these steps with respect to enhancing actions under this Agreement.*"

The International Labor Organization (ILO) estimates that 24 million jobs worldwide could be created by the green economy by 2030 alone; and IUCN estimates that by this date, the global demand for conservation professionals will increase by more than 30%, with an estimated 355,000 conservation-related jobs to be created annually.

A 2021 report by the World Wildlife Fund (WWF) also noted there is a significant gap between the supply and demand of qualified conservation professionals. The report stated that while demand for conservation professionals is increasing, the number of people entering the field is not keeping pace.

In parallel, the world has increasingly recognised the inextricable link between climate change, biodiversity conservation, and human and economic wellbeing, creating a growing interest from professionals from all sectors and backgrounds for continuing education in the field of conservation, whether to enhance a professional conservationist profile, reorient a career, or give purpose to professional engagement.

Finally, we can see the shift to hiring for the green economy is already underway worldwide. The demand for talent with green skills steadily increased as governments and companies step up their commitments and actions to achieve their climate and sustainability goals. And as the need for these profiles grows, employers are increasingly focused on "green skills", rather than university degrees. This is partly due to the high demand and the relatively low availability of talent, employers look to hire professional conservationists, but also hybrid profiles with green skills -economists, lawyers, etc.- among which conservation skills.

Capacity Building at IUCN

To deliver this much needed education for conservation, there are few institutions which have the same level of credibility, expertise on the ground and global reach as the International Union for the Conservation of Nature (IUCN).

Indeed, the role of IUCN and its Secretariat in capacity building for sustainable development is clearly expressed in Article 2 and 3 of the IUCN Statutes, as well as some important IUCN General Assembly Resolutions such as Res 4.104, Res 4.105, Res. 3.028 and Res. 3.027.

Article 2 of IUCN Statutes:

*The objectives of IUCN shall be **to influence, encourage and assist societies** throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable*

Article 3:

"To attain [its] objectives, IUCN:

(a) mobilizes its Members, components and partners to build alliances for conservation;

*(b) **strengthens the institutional capacity of its Members** to conserve biological diversity and safeguard ecological life-support processes at global, regional, national and local levels;*

*(c) **promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners;***

*(d) encourages research related to the conservation of nature and natural resources and **disseminates information about such research;***

(e) provides a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social and political dimensions, at global, regional, national and local levels;

*(f) **develops expert networks to support its Members and components"***

In the seven decades of its existence, the IUCN has already delivered a wealth of capacity building. Nevertheless, some of these capacity building activities didn't realise their full potential for transformation for the following reasons:

1. Though generally of high quality, the capacity building activities delivered by the Union, are spread all over the institution and exist with very few to no connections with each other, creating potential for duplication, lack of consistency and difficulties to reuse content.
2. Most Secretariat staff delivering capacity building received little to no training in the domains of andragogy and pedagogical engineering, which has a potential impact on the quality and efficiency of the capacity building delivered.
3. Until recently, the Secretariat capacity building activities were mostly delivered in person, while existing online education was often using basic online learning techniques, which did not reflect the latest technological and pedagogical developments in the domain.

In parallel, IUCN Members who, with the IUCN Commissions, are the primary contributors to IUCN's mission and objectives, expressed important capacity building needs, which cannot be covered through the IUCN project portfolio.

Considering all of the above, there is a real opportunity for IUCN to have a bigger impact in serving its Members' capacity building needs, and in growing further the much-needed pool of conservation talents.

2.2 Our solutions



The IUCN Academy will aim to respond to the needs expressed above by providing the following solutions:

I. Quality assurance and technical support for the capacity building components of IUCN project portfolio

The Academy is developing tools and processes to enhance and consolidate the quality of the pedagogy, content, and management of the capacity building activities of IUCN.

The expected outcome is (i) More efficiency in the development and management of the capacity building components of IUCN projects, (ii) Increased quality of the content and delivery approach of these activities, and (iii) A design of learning content better adapted for reuse.

II. A Learning Platform

The aim is to host IUCN capacity building in a single environment. The platform includes a state-of-the-art Learning Management System (LMS) to respond to the changes in learning practices accelerated by the pandemic, and to improve the quality of the learning experience.

It should curate a library of learning content for reuse inside the Secretariat capacity building to limit unnecessary duplication of content by different projects.

It also offers a potential solution to connect participants to other existing training opportunities (e.g. the Specialised course on the RLE for Assessors, references the introductory course on the RLE available on another training platform).

Finally, it is important to note the Academy plans to work with Engage to facilitate access to its courses for IUCN Members and Commission Members. Both the Engage platform and the Academy platform were developed using compatible systems, and the long-term ambition is to increase their integration.

III. A centralised portfolio of courses

The purpose of the portfolio of courses will be to respond to IUCN Members' capacity building needs, and to contribute to growing further the conservation's pool of talents.

IUCN Members should be the primary beneficiaries as they are the main actors to help IUCN deliver its mission and objectives. They will also be important contributors to the portfolio, notably as potential providers of learning content on knowledge systems of indigenous peoples and local communities.

With their wealth of expertise, **IUCN Commissions** should also be key contributors to the development of the portfolio. They can help the Academy achieve its objective of interdisciplinarity in course contents, as they encompass a diversity of world views and disciplinary approaches to topics.

The education opportunities composing the portfolio are divided into four categories:

1. **Learning events** to sensitise and increase the visibility of issues around nature conservation (always free).
2. **Introductory courses** to draw attention to conservation issues, educate the broader public, and increase the visibility of IUCN's work (always free).
3. **Sponsored courses**, which are the capacity building components of IUCN project portfolio, and as such are dedicated to a specific audience, the project beneficiaries (funded by donors and free for project beneficiaries).
4. **Off-the-shelf continuing education** to respond to IUCN Members' training needs not covered through the Secretariat project portfolio, and to offer lifelong learning opportunities to professionals. Some courses are offered against a fee (1 out of 7 to date), with a system of scholarships available to ensure the courses can benefit all. The aim is to create diverse cohorts of participants supporting transdisciplinary exchanges, and the sharing of diverse world views, including values and knowledge systems of indigenous peoples and local communities.

2.3 Vision and Mission

In line with the Kunming Montreal Global Biodiversity Framework, the Academy has the ambition to contribute to the delivery of *transformative, innovative and transdisciplinary education [...] including science-policy interface studies and lifelong learning processes, recognizing diverse world views, values and knowledge systems of indigenous peoples and local communities.*

To do so it will support IUCN in the delivery of high-quality capacity building activities, and provide lifelong learning opportunities to IUCN Members, while building on the diversity of IUCN membership and of its Commissions to also serve the broader community of professionals willing to support IUCN values and objectives.

With the above in mind, we propose the following mission and vision for the IUCN Academy.

- Mission for IUCN Academy

Harness IUCN’s expertise to develop and promote the delivery of high quality and innovative training and capacity building activities, to reinforce the capacity of IUCN Members to support IUCN mission and objectives, and that of citizens of the world eager to make their contribution in the field of nature conservation more efficient and meaningful, in application of article 2 and 3 of IUCN Statutes.

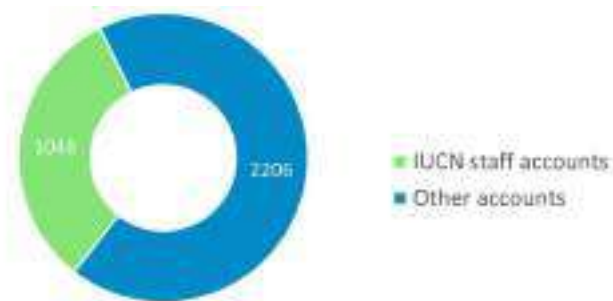
- Vision for IUCN Academy

To be the place where IUCN Members and other leaders -present or future-, are offered the right knowledge and skills to lead the transition to a society which values and protects nature.

3. Feasibility of the Project

3.1 Progress to date

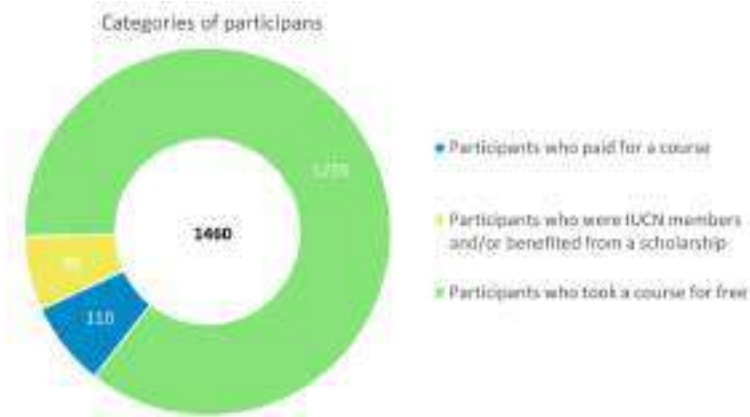
Since its launch in January 21, **more than 3000 accounts** were created on the IUCN Academy Learning Platform.



There are 7 courses offered on the platform and **1460 individuals participated** in these courses. The graph below shows the breakdown of participants per course.



Among the seven courses, one was offered for a fee, and among the 205 participants to this course 50% were IUCN Members and/or have benefitted from a scholarship. Most of the associated revenue has been used to develop other courses available on the platform. In other words, around **110 individuals** (8% of all participants) **have helped provide the opportunity for 1,260 individuals (92%) to participate in free courses.**



3.2 Cost Benefit analysis

During the first phase of its development, most of the resources of the Academy have come from seed contributions from donors, staff time charged to Secretariat projects for the quality assurance and technical support to project capacity building activities, as well as a contribution from the revenue generated by one course.

Those resources have been used to (i) Develop the learning platform to host the courses, (ii) Pilot the different type of courses, (iii) Develop the quality assurance processes and Academy support services for the capacity building component of IUCN projects.

The development of the learning platform is funded by a grant from Agence française de développement (AFD), which also covered some of the staff time for the Academy team to develop the quality assurance process and templates for IUCN Secretariat project portfolio.

As described above, the Academy piloted 7 courses, out of which, one was offered against a fee, and 50% of the participants who have taken this course were IUCN Members and/or benefitted from a scholarship. The revenue generated was used to develop new courses, including three introductory courses on (i) Natural World Heritage, (ii) The Green List of Protected Areas, and (iii) Gender and Conservation, the Specialised Course on the Red List of Ecosystems for Assessors, as well as some support for the management of the platform development project. All above-mentioned courses will be available free of charge to all interested participants.

In addition, the Academy benefits from a seed contribution from the Ministry of Environment of the Republic of South Korea, which it has been using to contribute to the development of further courses focusing on IUCN Members capacity building needs, including among others, *Environmental Social and Management System (ESMS)*, *Gender Analysis in Conservation Project Management*, and *Proposal Drafting Skills*.

Hence, not only did the Academy develop a sustainable model for its operations, it also contributed to developing several free courses during the first year of its existence, while delivering a highly positive ratio between participants who paid for the course (110) and those who have benefited from scholarships or accessed free courses (more than 1250).

As it further develops its activities, while continuing to implement and improve the sustainable model being tested, the Academy could be a source of unrestricted funding for IUCN, which significantly contributes to the development of the capacities of the Union, and trains thousands of individuals to grow the pool of conservation talents who can lead the path to a society which values and conserves nature.

A provisionary workplan for 2023 and 2024 can be found in Annex 4. Budgetary information are available in a separate document named “Academy cost-benefit analysis and budget forecasts”.

3.3 Beneficiaries and Sustainability model

3.3.1 Beneficiaries



Solution 1: Technical Support and Quality Assurance Services

The beneficiaries of these services are (i) the IUCN Secretariat staffs, who will benefit from the Academy expertise to increase the quality, efficiency, and impact of the capacity building activities the project portfolio, and (ii) IUCN Members and other participants to these capacity building activities whose learning experience will improve.

Solution 2: Learning platform

The beneficiaries are the same as for Solution 1, the platform is part of the support services the Academy is proposing to projects to increase the impact and efficiency of their capacity building activities, including course or training delivery components.

Solution 3: Centralised portfolio of courses

As described above, **IUCN Members and Commission members** will be the primary beneficiaries of the courses offered in the portfolio. Other categories of beneficiaries could include:

- **Conservation professionals**, looking to deepen or expand their knowledge in the domain.
- **Professionals from a diversity of sectors and backgrounds** who are willing to reorient a career, enrich a professional profile or give purpose to professional engagement through continuing education in nature conservation.
- **Governments and companies** who need to train their staff to step up their commitments and actions to achieve their climate and sustainability goals and are interested in off-the-shelf solutions - among those beneficiaries there might also be potential candidates for IUCN membership.

3.3.2 Sustainability model



Solution 1: Technical Support and Quality Assurance Services

As mentioned in the cost-benefit analysis section above, the support provided by the Academy to IUCN Secretariat to improve the quality of its capacity building activities is funded through the project itself. The Academy's responsibility to deliver the above-described services to the project is imbedded into the project contract and implemented through internal agreements between the Academy Unit and the project Unit concerned. The cost of the Academy services charged to the project are aligned with all donor requirements on the matter.

The extent of the support will differ from one project to another, but it is clear the systematic application of the Academy quality assurance standards will help increase the efficiency, quality, and impact of all capacity building activities inside the Secretariat.

The development of these quality standards and processes could be further supported by recommendations from the IUCN Academy Advisory Board (see Section 5.2).

Solution 2: Learning platform

The development of the platform has been financed through a contribution of Agence française de développement (AFD), which provided seed money for the launch of the Academy.

The remaining costs for the Learning Platform will be maintenance costs. Those will be financed through a fixed fee perceived on all courses hosted on the platform. Hence, the sustainability of the platform is fully secured through the IUCN Secretariat project portfolio.

Solution 3: Centralised portfolio of courses

The feasibility and interest for off-the-shelf continuing education opportunities in nature conservation was tested through several successful pilots (see graph in Section 2.1 for the list of courses and the number of participants). As a complement, a detailed benchmarking of existing alternatives and a gap analysis were performed, they are detailed in Section 4 below.

All pilot courses have been offered for free except for one. The latter was launched to test appetite for continuing education offered through the IUCN Academy, with the aim to develop a sustainable source of funding to further develop the portfolio.

The pilot was successful, and the revenue generated has allowed the Academy to offer scholarships for this same programme to 34% of the total number of participants (among which a significant number were IUCN Members), and to finance the development of new courses for the portfolio, including:

- **Introductory courses** on (i) *World Heritage and Nature Conservation*, (ii) *the Green List of Protected Areas*, (iii) *Gender and Conservation*.
- **Specialised courses** on (i) *the Red List of Ecosystems for Assessors*, and (ii) *The IUCN Environmental and Social Management System (ESMS)* (the latter is still under development) – those two as a direct response to IUCN Members' expressed needs.

As mentioned above, we are convinced the offer of such courses can significantly contribute to further develop IUCN Members' capacities, and could potentially become a source of unrestricted funding for IUCN as a whole.

3.4 Intellectual Property

There are intellectual property issues, which must be managed in the context of the development of the Academy activities.

As a starting point, it is important to recall IUCN is a non-profit organization. This status does not prevent it from charging for some of its products and services, if the revenue generated through these activities are reinvested in the organisation, and they involve no personal enrichment.

Hence, IUCN can develop courses and charge for some of these courses, without being in breach of its non-profit status.

Nevertheless, in developing those activities, the organisation must ensure intellectual property rights are respected, and there are two main issues regarding intellectual property in the context of the IUCN Academy activities, copyrights and plagiarism.

To deal with these important issues, IUCN, as the legal entity hosting the activities of the Academy, will apply the following principles:

Copyrights

Different situations must be distinguished:

1. The development of the training content is commissioned by IUCN

When commissioning the development of training content, IUCN will remunerate contributors for their work. In exchange for this remuneration, authors will transfer their intellectual property rights to IUCN, in application of IUCN copyright policy (ref. PO.LGL.2_IUCN Copyright Policy_Nov 22). Details around the type of content or services commissioned by IUCN (e.g. delivering lectures, drafting of written content or scripting and/or filming of videos for e-learning, design of course structure or delivery of entire curriculum, etc.) will be specified and detailed in an agreement between the author and IUCN. The agreement will also indicate the remuneration to be expected by the author for its contribution.

2. The course requires the use or reproduction of existing material (articles, graphs, etc.)

For each existing material to be included in a course, the following checks will be performed:

- Does IUCN own the copyright or a license to use this content?
- If not, is the material available under a creative commons license, or any other license, which would allow its use by non-profit organisations?

If the answer to both these questions is no, or uncertain, IUCN must get the authorisation to use the material, and pay a fee if the author of the material requires it to authorise the use of its work.

Plagiarism

To limit the risk of plagiarism, the Academy will rely to the maximum extent possible on original works developed for the specific purpose of its courses. If reproducing existing content in its courses, IUCN will comply with copyrights as described above, and will ensure the sources are properly cited and credit is given to the author.

In addition, when requesting participants to its courses to produce content such as essays or other pieces of work, IUCN Academy already enforces a strict anti-plagiarism policy, which is part of the Study Regulations of the course, and formally communicated to all participants concerned.

Management of IPR issues

Dedicated processes are in place to make sure the above-described principles are respected, the Academy has now a dedicated staff whose task is to clear all content used in the Academy programmes from any copyrights -or any other intellectual property rights- infringements, and to ensure proper citation of the authors of material.

4. Alternatives and Gap Analysis

4.1 Current alternatives

The current global offering in education for conservation for graduate students and professionals includes products such as short courses, certificate programmes, executive programmes, and other types of training and development opportunities offered at varying levels of complexity and under different conditions of accessibility. The prices of these can vary widely, from free or low-cost online courses to more expensive in-person programmes. Typically, the most common price range for certificate programmes on environmental issues is between 500 and 5,000 CHF.

Delivery formats include (i) Self-paced e-learning courses, (ii) Capacity building webinars and workshops, (iii) Professional certificates and continuing education degrees (online or in hybrid formats), and (iv) Specialised Masters' degrees, which generally require in-person attendance and at least a year of full-time commitment.

Looking into training opportunities offered by IUCN Members, most of the education proposed by NGO Members is composed of specialised courses or webinars, targeting natural scientists and/or conservation professionals, with only a few courses addressing a broader audience's needs such as policymakers, and government officials. Academic members of IUCN offer mostly degree programmes around the topics of environmental sustainability.

If we expand the analysis beyond IUCN Members, we can see three types of education programmes proposed:

- Short self-paced online courses mostly offered by NGOs and international organisations on a variety of topics related to environmental sustainability, including conservation topics, and directed towards a broad audience
- University continuing education programmes lasting from eight months to two years, which cover conservation topics (such as the MPhil in Conservation Leadership from the University of Cambridge) or a broader thematic framework around environmental sustainability.
- Shorter executive/continuing education programmes, mostly covering the topic of conservation in general (with no precise thematic focus).

Topics frequently covered include conservation management and ecology, climate change and adaptation, governance, risk management, and business/corporate sustainability. In most cases, the approach is monodisciplinary with an important part of highly specialised courses targeted at natural scientists and/or conservation specialists only.

For further details, a detailed benchmark is available in Annex 1 to this document.

4.2 The gaps we fill

The quality assurance services and the Learning Platform were clearly identified needs inside the Secretariat, hence the following analysis of the added value of the initiative - and gaps it covers- will concentrate on the opportunity of proposing through the Academy a centralised portfolio of courses primarily targeted towards IUCN Members, but also including broader audience of professionals.

It is confirmed there is a strong demand from IUCN Members for increased capacity building opportunities, notably focusing on transferable skills (see annex 2 for the results of the Members' survey on capacity building needs organized by IUCN Membership Unit).

As IUCN develops further its activities, notably through major multilateral financial mechanisms, the need to train IUCN Members' and improve their capacity to access grants, as well as their ability to deliver bigger projects on the ground is critical, as it would also contribute to diminishing the risks attached to portfolio implementation.

On the other hand, there is no information readily available about the size of the demand for professional education in the domain of nature conservation in general.

Nevertheless, the demand appears to be growing, and the domain is an increasingly important area of focus with new courses being launched on a regular basis. This demand is being driven by various factors, including the growing recognition of the importance of conservation and of the need to address environmental challenges such as climate change, biodiversity loss, and habitat degradation.

In addition, as more companies and organisations adopt sustainability goals and practices, the demand for continuing education programmes on environmental issues for their staff is also increasing.

In parallel, opportunities to work in the field of conservation are growing and, as the role of nature to tackle the environmental challenges our societies are facing is becoming more evident, careers in the domain become more attractive to a broader audience.

While there is a real demand for the capacity building, which can be provided by the Academy, we need to discuss the area(s) of focus for those activities.

As a starting point, it is important to note the capacity building activities developed as part of the Secretariat project portfolio do not allow a holistic approach. An important share of the capacity building components of projects will be hosted on the Academy platform, and hence be part of its portfolio, but their content will always be driven by the project and tailored to its needs, with activities usually designed for a specific audience, beneficiary of the project.

Which thematic priorities for the portfolio?

As the world increasingly recognised the inextricable link between climate change, biodiversity conservation and human and economic wellbeing -a connection made all the more visible by the COVID-19 pandemic- so is the need for education programmes to envisage conservation training through an interdisciplinary lens, and to include the analysis of its nexus with other domains such as finance, law, economics, etc.

To date, such an interdisciplinary approach is mostly proposed through academic degrees, while the education offered to people looking for less obliging learning opportunities remains poor.

Hence, the content of the portfolio of courses should pursue two main objectives:

1. Covering the **immediate training needs of IUCN Members** to help them deliver on IUCN mission and objectives;
2. **Filling the existing gap in interdisciplinary education for conservation.**

With these objectives in mind, the Academy shall have the following thematic priorities for its portfolio of courses:

- **Transferable skills:** Develop courses with a practical dimension, building on IUCN expertise on the ground. Improve IUCN Members' capacity to access funds and deliver on IUCN project portfolio.
- **An interdisciplinary approach:** Courses should build on the wealth of expertise of IUCN Commissions and Members, as well as the convening power of the Union to envisage conservation through an interdisciplinary lens.
- **Including emerging issues around conservation:** IUCN has been a pioneer in many domains since its creation and should remain so in the domain of education, notably through the delivery of programmes analysing the nexus between conservation and emerging issues (such as conservation and finance, conservation and health, conservation and big data, etc.)

In practice, the launch of each pilot course of the Academy has been preceded by a serious benchmark exercise, looking into other potentially available educational opportunities to make sure there would be no duplication of the offer. This approach will continue to be systematically applied to identify future topics for course development.

Professional Certificate

Non-academic micro-credentials have become very popular with professionals looking for a recognition of the time and effort invested in continuing education. There is an opportunity to build on the credibility of IUCN knowledge and expertise to deliver micro-credentials through some of the Academy courses (the Professional Certificates).

Proposing these micro-credentials requires a careful design of the programme and of its learning and evaluation activities. If delivered lightly, they could represent a reputational risk for IUCN. To manage such risk, the Academy has established an independent review process of its first Professional Certificate, which it aims to reproduce as part of the quality assurance of any similar programme.

The review is performed by professors affiliated with the academic partners of the Academy (all highly reputed universities), who are performing similar evaluation roles inside their own and other academic institutions. For information, the report on the external review performed on the first Professional Certificate offered by the Academy to date, as well as the ToRs of the evaluator, are available in Annex 3.

5. Organisation and Governance

5.1 IUCN Secretariat

The Academy is a Unit of the Secretariat, led by a Head of Unit, under the supervision of the Director of the Science and Data Centre. (see Annex 5 for IUCN Academy organigramme)

5.2 Advisory Board

The activities of the Academy will be supported by an Advisory Board.

5.2.1 Composition of the Advisory Board

The Advisory Board will be composed of the following members:

- A Chair, who should be a person with an in-depth knowledge and understanding of IUCN, without any current official function within IUCN. The Chair will be nominated by the Director General.
- Up to nine members covering the following categories:
 - o Two IUCN Commission Chairs nominated by the group of Commission Chairs;
 - o Two representatives of the IUCN Academy academic partners nominated by the academic partners;
 - o One Regional Director and one Centre Director (as representatives of the main internal clients for the Academy expertise);
 - o Up to three individuals with specific expertise useful to the IUCN Academy (Government or private sector) appointed by the DG.

5.2.2 Mandate

The role of the Advisory Board will be to advise the IUCN Academy on strategic matters regarding its development, which will include:

- Review and validation of the strategic plan for the upcoming year.
- Support in identifying potential sources of knowledge and teaching expertise within and outside IUCN to participate in the development and/or delivery of the Academy portfolio of courses.
- Advice on the management of intellectual property issues in the context of the Academy activities.
- Sharing expertise and ideas to contribute to the successful development of the Academy.

To ensure continuity in the development of the Academy strategy, the Chair of the Advisory Board will be nominated for a period of four years renewable.

The members of the Board nominated by the Commission Chairs or the academic partners, as well as the individual experts, will be nominated for a period of two years renewable.

5.2.3 Process

The Advisory Board will meet three times a year.

The meeting will be held by virtual means.

The Advisory Board shall take its decisions by consensus to the maximum extent possible. In case of disagreement inside the Advisory Board, the decision will be taken by a majority vote. In case of an absence of majority, the Chair of the Advisory Board shall have a casting vote.

5.3 IUCN Commissions

As depository of a very important share of IUCN knowledge and expertise, IUCN Commissions will have an important role to play in the development of the activities of the Academy.

They will participate in the definition of the strategic orientation of the Academy, through the nomination of two of their Chairs to join the Advisory Board, which will validate the yearly strategic plan of the Academy.

Their contribution in helping to identify suitable experts to participate in the development and delivery of the Academy courses is also important. In this context, selected Commission members could be commissioned by the Academy to develop course content or deliver lectures against remuneration.

They could also help the Academy better identify and circumvent IUCN Members training needs.

5.4 Council

The Council shall exercise its general strategic oversight over the Academy as for the rest of the work of the IUCN Secretariat.

5.5 IUCN Members

As key beneficiaries of the portfolio of courses of the Academy, IUCN Members have a central role to play in the development of the initiative.

Though the current state of the platform does not allow the collect of statistics around IUCN Members participation in the Academy courses (a point which should be solved in the 4th quarter of 2023), when courses allowed the collection of such data manually, it appears a significant number of Members participated in the Academy courses (between 20 and 30% of all participants). If we extrapolate this percentage to the total number of participants, we could consider several hundred IUCN Members are enrolled in a course offered by the Academy.

The Academy started its collection of information about IUCN Members' capacity building needs with the issue of a first survey during the 2021 Youth Summit. As a next step, the Academy has been partnering with the Membership Unit of the Secretariat to develop its yearly membership survey and included several questions in the document to assess IUCN Members' capacity building and training needs. The results of the survey are available in Annex 2.

In parallel with the needs assessment process, the Academy has started to work on concrete projects to respond to some already expressed needs by members, such as the course on the Environmental and Social Management System (ESMS), which is key for our Members to be able to act as executing partners of GEF/GCF, KfW, and the Conservation Project Management Course.

Finally, it is very important to note IUCN Members should not only be primary beneficiaries of the initiative, they should also be key contributors, as their participation in the course content development and delivery will strongly contribute to the interdisciplinary approach towards conservation the Academy is pursuing. Notably, IUCN

membership represents a unique opportunity to include values and knowledge systems of indigenous peoples and local communities in the Academy courses.

5.6 Academic partners

The IUCN Academy reached out to a group of seven world-renown academic institutions (one per continent) with the objective to:

- Build on the credibility and visibility of such institutions to raise awareness about the work of IUCN and expand the reach of the Academy beyond a public of conservationists, including “societies” as beneficiaries (in application of Article 2 of IUCN Statutes).
- Benefit from the quality of expertise and learning experience provided by these institutions, to positively influence the development of the Academy activities, and provide some quality assurance through external evaluation of Academy courses.
- Access to multidisciplinary expertise to support the development of interdisciplinary courses on conservation, exploring its nexus with other topics – An important gap identified as a niche for part of the Academy portfolio of courses.

With these elements in mind, IUCN and the academic partners of the IUCN Academy have signed an MoU, with the following objectives (full text of MoU available in Annex 6):

“To provide a collaboration framework for the Parties to explore synergies and potential for innovation in education in the conservation domain, to support conservation policies and actions based on the best available science, engagement with local communities, and sound governance; and to train the next generation of students and conservation professionals in support of these goals.”

Furthermore, the following potential areas of collaboration are identified in the MoU:

- a. Global outreach and education in the domain of nature conservation and its interaction with other major environmental and societal challenges;*
- b. Promotion of a multidisciplinary and integrated approach towards nature conservation, including research, education, and public service;*
- c. Joint development of executive and capacity development programs;*
- d. Exploration of employment shifts in the conservation domain and its consequences for capacity building needs;*
- e. Other areas of cooperation as agreed.*

The following seven academic institutions have signed the MoU: Australian National University, ETH Zurich, Stellenbosch University, Tsinghua University, University of California – Berkeley, University of Cambridge, University of Campinas (UNICAMP).

ANNEXES

- **Annex 1:** Benchmarking of the offer of education for conservation for professionals
- **Annex 2:** Results of the survey on Membership training needs
- **Annex 3:** ToRs for the evaluator and results of the evaluation of the Professional Certificate on the IUCN Global Standard for Nature-based Solutions
- **Annex 4:** Provisionary workplan for 4th quarter of 2023 and 2024
- **Annex 5:** IUCN Academy organigramme
- **Annex 6:** Text of MoU with IUCN Academy academic partners

Annex 1 – Benchmarking: Education for Conservation for Professionals

This list has been developed based on information readily available to the public. It is certainly far from being exhaustive but provides an overview of the type of courses and training opportunities available in open enrolment, which include a nature conservation component in the topics they are covering.

PROGRAMMES/COURSES OFFERED BY IUCN MEMBERS (in alphabetical order)					
ORGANISATION	PROGRAMME/COURSE TITLE	LENGTH	PRICE	TARGET AUDIENCE	NOTES
Arizona State University	Environmental communication and leadership graduate certificate	15 credit hours	varies	Scientists in conservation	Communication-focused
Atkinson Center for a Sustainable Future - Cornell University	Student and postdoctoral programs	up to 2 years	research grants	Researchers working on environmental policy problems	Offer funding and opportunities for students and postdoctoral scholars
Blue Mountains World Heritage Institute	Offers training courses (e.g., on adaptative management for conservation)	5 full days	2500 AUD	Conservation practitioners: people working in government and private agencies, IPAs, environmental organisations	In-person professional training.

Chartered Institute of Ecology and Environmental Management	Offers a variety of trainings in different formats (including online training) – mostly on specialised environmental management topics (e.g., assessing the impact of development on bats)	several hours to several days	Around 200 GBP	Conservation practitioners/scientists	Ecology/conservation science focused.
Conservation International	Learning and development trainings for CI partners (e.g., on environmental peacebuilding) Open online course on fundamentals of freshwater health (offered jointly by CI and the University of Delft)	no info	free	CI staff and partners who, plan, implement and monitor conservation programs across the world	YouTube videos offer brief explanations of conservation topics and storytelling Occasionally trainings are offered on specific topics (e.g., stakeholder training for assessing freshwater health) and advertised on LinkedIn and other platforms
Environment Institute of Australia and New Zealand Inc.	Offer a number of online workshops/trainings for members (e.g., on impact assessments)	9-12 hours (over the course of several weeks)	around 500 AUD	Conservation practitioners	Specialised/professional skills development for environmental practitioners – taught through workshops
George Mason University, Terrorism, Transnational Crime and	Offers a number of executive webinars (and online courses) on topics related to transnational crime (e.g., trade-based money laundering and illicit financial flows)	7-10 hours	200-500 USD	The general public, government officials, graduate students	Very specialised topics, mostly in webinar form.

Corruption Center (TraCCC)					
Instituto de Medio Ambiente y Comunidades Humanas de la Universidad de Guadalajara	Master of science in environmental health	2 years	varies	People interested in careers related to the environmental sciences	Online master's degree
International Institute for Sustainable Development (IISD)	Offer one-off workshops and webinars on a number of topics related to environmental governance (e.g. voluntary sustainability standards)	1-2 hours	free	Conservation practitioners, people working in environmental governance/sustainable development	Less training – more online event/information session about current topics
Northwestern University	Master of Science in Energy and Sustainability MS in plant biology and conservation	10 months	\$6,525 per course	Students aiming for leadership roles at the intersection of technology, business, and public policy in energy and sustainability Students interested in a career in plant conservation	Interdisciplinary
Swedish University of	Conservation and management of fish and wildlife	2 years	SEK 280000	Biologists/conservationists	Prepares students for a career in conservation research/management

Agricultural Sciences					
The Nature Conservancy	The Hixon Environmental Stewardship Program Nature Lab (youth curriculum platform)	1-4 weeks	free	Conservationists Children 8-14 (Nature Lab content)	Focus educational efforts on children.
Universidad Católica Santa Teresa de Jesús de Ávila	Master's in quality, sustainability, and prevention of occupational risks	1.5 years	no info	People interested in working in the implementation and auditing of Quality, Environmental, Corporate Social Responsibility and PRL Management Systems	Blended teaching Focus on labour and environmental regulations/standards – delivered in collaboration with the British Standards Institution
Universidad de Ciencias Forestales	Master in renewable energy management	2 years	no info	Engineering students	Training of higher-level professionals to work in the renewable energy sector
Università degli Studi di Catania - Centro universitario per la tutela e la gestione degli ambienti naturali ed agro-ecosistemi	Offer various environmental education activities/events	no info	no info	People interested in learning more about environmental topics	Italian

University of Amsterdam	Masters in Earth Sciences and Biological Sciences	2 years	16,500 EUR	Students interested in pursuing environmental management as a career	Also offer two-day master classes on conservation related topics (e.g., stranded assets and transition risks)
University of Botswana	MS in environmental science	2 years	1 270.00 Botswana Pula (88 CHF) per credit	Students wishing to enter a career in ministries and NGOs working on environmental issues in Botswana	Focus on integrated environmental problems
University of Jordan	Master's degrees in biological sciences, environmental sciences and management, and land, water and environment	24 credits	120 JOD per hour	Students interested in a career in environmental sciences/management	Arabic
University of Liege	Specialised master: Risk and Disaster Management in the Age of the Anthropocene	1 year	1000-4000 USD	Interested students	Multidisciplinary program
University of the South Pacific	MAs in environmental management, environmental science, environmental law Offers a variety of self-paced e-learning courses , some of which are related to renewables/conservation	1-year full time (for Mas) Around 3 hours for online courses	n/a Online courses starting from 20 CHF	Students interested in a conservation-related career	Online courses focus on specialised skills training (e.g., installing solar power)

WWF	Climate Change, Risks and Challenges Interactive courses/e-learning resources on climate change adaptation Bankable Nature Solutions Academy Portfolio of e-learning courses Greening the economy MOOCs	2-9 hours	free	Everyone who wants to learn about climate change, conservation, and other sustainability related topics	Courses range from very basic interactive, and self-paced to more advanced MOOCs delivered by experts/in partnership with universities (e.g., sustainable cities)
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PROGRAMMES/COURSES OFFERED BY IUCN COMMISSIONS – (for which information was readily available)

CEC	YouTube videos on a number of different topics	1-2 minutes	free	Anyone interested	
CEESP	Escazu Thursdays webinar series One-off webinars on a variety of topics (e.g., combating wildlife crime, the impact of COVID on gender, decolonizing conservation, the GBF)	1-2 hours	free	IUCN and CEESP members, partners, and anyone else interested	YouTube recordings of past webinars available
CEM	Ecosystem restoration webinars Dialogue series	Around 1 hour	free	IUCN and CEM members	Sharing insight and knowledge about ecological restoration and to providing opportunities for networking and direct engagement. Different speakers

	Discussion panels on a number of topics (e.g., IUCN Red List)				give 40-minute presentations on their work
SSC	Various workshops and trainings (e.g., ex situ conservation assessment) Key biodiversity areas (KBAs) webinar series Human wildlife conflict webinar	Several days to several weeks (online)	500 EUR for in person, online trainings are free	IUCN and SSC members and the broader conservation community	Open to all participants, certification of completion offered on some trainings Some trainings delivered with external partners (TNC) Also link to trainings/courses by WildTeam UK online workshops
WCEL	Webinar series: The Transformative Power of Law: Addressing Global Environmental Challenges One-time webinars on a variety of topics, e.g., governing sustainable agrifood systems	1-3 hours	free	IUCN and WCEL members, and the broader conservation/nexus community	Some webinars delivered in partnership with other organisations (e.g., with the FAO)

PROGRAMME/COURSES OFFERED BY OTHER ORGANISATIONS (in alphabetical order)

MULTILATERAL ORGANISATIONS / GOVERNMENT BODY

GIZ	Wildlife crime (in partnership with IUCN ELC)	4 months	free	Anyone interested	
UN-CC: e-learn	A variety of courses on climate change (e.g., how to report emissions under the	1-4 hours	free	Anyone interested in advancing their understanding of	Harnesses UN's expertise/work on climate change to deliver courses on many different topics.

	LRTAP Convention, circular economy in South Africa, energy saving at sea)			various topics related to climate change	
UNDP	E-learning tool for people to learn about climate policy: Mission 1.5 In Action Learning for Nature e-learning platform	4 hours to 8 weeks	free	Anyone interested in living more sustainably/tackling climate change	Very interactive/gamified platform. Courses are divided into “missions”.
UNEP	E-learning courses on a wide range of conservation, topical and governance-related subjects (e.g., marine litter and plastic pollution, the greening of water law, introductory course on the Ramsar convention) UNEP Principles for Responsible Banking Academy courses	2-6 hours	free	Anyone interested in developing their knowledge on environmental governance/related issues.	This seems to be the closest/most competitive portfolio vis-a-vis IUCN Academy's – but it is mostly focused on the <i>legal/governance side of things</i>
UNEP-WCMC	E-learning course on natural capital accounting in Uganda	Around 5 hours	free	Anyone interested in learning about natural capital accounting	Introduction to natural capital accounting – covering a range of concepts and methodologies based on technical training documents for key stakeholders in Uganda – no certificate
UNITAR	Offers a variety of online courses related to the	1-4 hours	Free	The general public	Very UN-focused, wide range of interesting topics

	environment – e.g., on human rights and the environment, introduction to the SDG Agenda, introduction to the environment, natural resources and UN peacekeeping operations Integrated planning for climate change and biodiversity (in partnership with IUCN)				
World Bank Group	Portfolio of online courses on a variety of topics – including sustainability governance related	4 weeks	free	Anyone interested	MOOCs
ACADEMIC INSTITUTIONS					
Akita International University in Japan	Graduate school of international resource sciences master's	1-2 years	696,000 yen/year	Those who are strongly interested in resources, energy and environmental problems	Resource policy and management-focused degree
Ambios	Nature conservation training courses	12 weeks	Around 4000 GBP	UK-based interested parties	Residential training programmes

American University	MA in global environmental policy (and other master's offerings – e.g., on natural resources and sustainable development)	2 years	30.000-120.000 USD	International studies graduates	Global perspective
Beijing Normal University	Environmental science and engineering degrees	3 years	Around 5000 USD/y	Students interested in pursuing a career in the environmental sciences	Targeting a Chinese audience
Brock University	Introduction to environmental sustainability (online course) Leadership in environmental sustainability professional development certificate (non-credit programme)	no info	1,121 USD per half credit	Students pursuing interdisciplinary programs related to sustainability	Multidisciplinary approach – economics, social and environmental sciences
Cambridge Institute for Sustainability Leadership (CISL)	Sustainable Finance online short course Business sustainability management (online short course)	8 weeks online, 6-8 hours/week (60 hours total)	2,487 CHF	Professionals in the finance/business sectors and others interested in sustainability	Business and sustainability-focused The sustainable finance online short course focuses on the pressures, trends and opportunities in the current financial system, business implications of social and environmental challenges, and sustainable finance

					strategies/initiatives (e.g., impact investing, integrating ESG) (very applied). The Nature-based Finance course currently developed by IUCN Academy, on the other hand, gives a more macro-overview.
Clemson University	Online, non-thesis master of wildlife and fisheries resources	2 years	varies	Federal and State Agency wildlife and fisheries employees, educators who wish to increase their knowledge about wildlife and fisheries biology, private industry professionals and individuals with a variety of other natural resource backgrounds.	Available in an on-campus format, as well as completely through online instruction
Columbia University – Earth Institute Center for Environmental Sustainability	Executive education program in conservation and environmental sustainability	10 months	2700 USD	people with professional and/or civic interests in global change, environmental sustainability, and	Mixes traditional classroom and field sessions Non-credit bearing

				sustainable food systems (requires a BA)	
Conservation Leadership Programme	Conservation management and leadership course	2 weeks	no info	For CLP award winners	Taught by international experts
Conservation training	400 hours of free online courses in multiple languages	35 minutes +	free	Anyone interested in advancing conservation training	Delivered in partnership with scientists from various conservation organisations (including IUCN)
Cornell University	Environment and sustainability program	Core curriculum and concentrations (up to 4 years)	no info	Students interested in pursuing a career in solving sustainability challenges	Multi-disciplinary
Dalhousie University	Master of environmental studies program	2 years	9,201 per year	Environmental researchers	Interdisciplinary, research design focus
Duke University Nicholas School of the Environment	Executive education programs	1-3 months	Around 1000 USD	Working environmental professionals	Offer courses in three formats (including online short courses and non-degree trainings and workshops) – focus on knowledge, experience, and connections to tackle environmental challenges

Durrell Conservation Academy	Durrell Endangered Species Management Graduate certificate	12 weeks	9800 GBP	People employed in the field of conservation	On-campus, validated by the University of Kent
Ecology Training UK (ETUK)	Certificate in conservation management	Up to two years	2400 GBP	People wanting to enter conservation as a career – post-graduates or career changers	Delivered by the UK's leading ecology training company – focuses on habitat management, conservation biology, climate change, sustainability, and behaviour change
Future-learn	Variety of courses on nature and environment	1-12 weeks	39 USD/month	Anyone interested in advancing conservation training	Wide range of topics – some courses are very basic/beginners' level, others more specialised
Global Association of Risk Professionals (GARP)	Sustainability and climate risk certificate	100 study hours	525-650 USD	Risk management professionals of all disciplines	Program focuses on building skills that allow certificate holders to put in place organisational strategies for mitigating climate (financial) risks and impacts
Griffith University, Queensland Australia	Various master's programmes on the environment and climate change Also offers a graduate certificate in environment (online)	0.5 -2 years	38,000 AUD per year (18,250 AUD for the grad certificate)	People who wish to make society more sustainable	Hybrid and online formats

IHEID	Executive certificate and diploma in environmental governance and policy making	Two 8-day modules	9600-22000 CHF	Professionals from all sectors and backgrounds -	Multidisciplinary analysis of global environmental governance, innovative tools, skills and knowledge
MIT Management Executive Education	Business sustainability strategy: technology and management (online short course)	6-8 hours per week over 6 weeks	2800 USD	Business people interested in sustainability	Business and sustainability-focused
National University of Singapore	MSc Biodiversity Conservation and Nature-based climate solutions	1 year	22,500SD	Graduates and early to mid-career conservation or environment industry and public sector professionals	Focused on skills development (conservation data, quantitative methods, etc.) and sustainability leadership
Nature Based Leadership Institute at Antioch University New England	Nature based leadership workshop/course	Non-credit on-site workshop on a weekend or online 3 credit graduate-course with 3-day on-	500-1644 USD	People interested in incorporating principles of nature-based leadership in personal and professional settings	Interdisciplinary, hybrid approach

		site workshop			
Pace University	Advanced certificate in environmental law Environmental Science and Policy masters	16 course credits	Around 48.000 USD per year	Students who already have a JD	Wide selection of environmental law courses Candidates must complete an experiential learning opportunity and research paper
The Open University	Certificate of higher education in environment (distance learning)	1-year full time	6,456 GBP	Anyone interested in developing their knowledge and skills on global and local environmental problems and how to address them	Time commitment very high
University of Calgary	Environmental management certificate	150-300 hours	5000 USD	People aspiring to work in the environment sector	Students who complete the program receive a professional certificate
University of Cambridge	Masters in conservation leadership	1-year full time	12,000 – 33,000 GBP	Graduates with specific knowledge and work experience in conservation, public policy, business strategy	Delivered in cooperation with conservation organisations.

				or the voluntary sector	
University of Edinburgh	Environmental sustainability Msc	1 year	16,000-32,000 GBP	Students pursuing interdisciplinary programs related to sustainability	Multidisciplinary, global perspective
University of Hawaii	MS in tropical conservation biology and environmental science	2 years	11.000-33.000 USD	Students interested in pursuing a career in environmental science	
University of International Cooperation	Several master programmes related to conservation/environmental management	18-20 months	156 - 2800 EUR per year	Conservation professionals	Multi-disciplinary, 100% virtual, Spanish
University of Oslo	Development, Environment and Cultural Change master's	2 years	80,000 - 260,000 NOK per year	Students interested in tackling the socio-ecological challenges of the Anthropocene	Key systemic causes of the Anthropocene era – challenges, interdisciplinary approach
University of Oxford	Environment and sustainability short courses and postgraduate qualifications –	2 days - 3 months (short courses)	Up to 14,410 GBP 2,500 GBP–	Those already working in conservation or those wishing to enter the field of conservation at a	Conservation and ecology-focused short courses and diplomas. MSc/MPhil offerings emphasise developing knowledge and critical

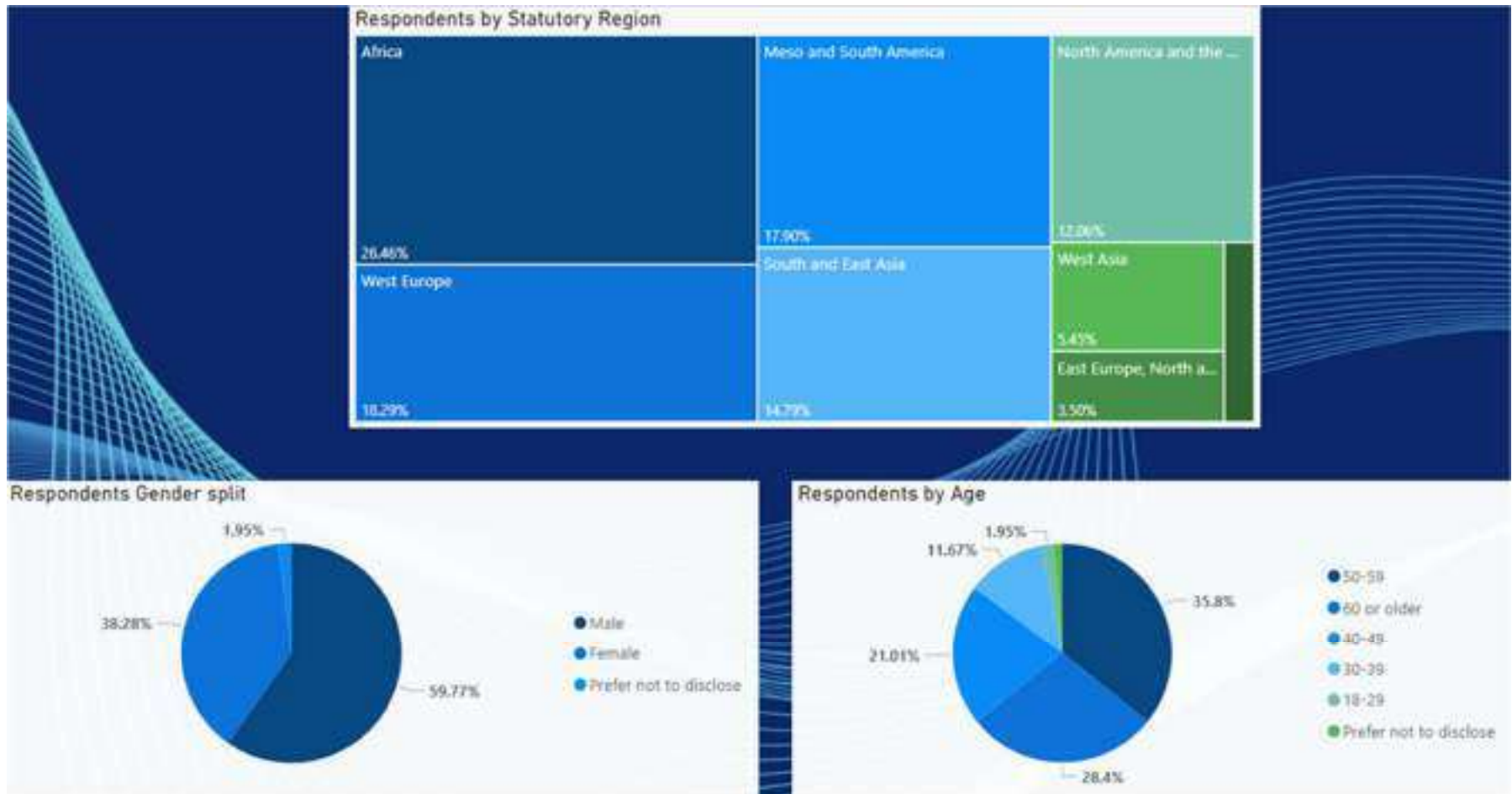
	postgraduate diploma in international wildlife conservation practice MSc/MPhil in biodiversity, conservation and management Nature-based solutions to global challenges foundations course	8 months (postgrad. diplomas) 1-2 years (MSc, MPhil) 8 weeks online (for NbS course)	3,200 GBP for the NbS course	higher level from various disciplinary backgrounds. For the NbS course – the target audience is current and future public servants from the private sector and civil society, professionals working in a variety of sectors.	understanding of conservation and biodiversity science and practice. The NbS course aims to improve awareness and understanding of the science, policy, practice, financing, and governance of nature-based solutions.
University of Rome	Economics and policies for global sustainability masters	2 years	7900 EUR	Students interested in pursuing a career in global sustainability	
University of the Philippines Baguio	Master of science in conservation and restoration ecology	2 years	no info	Conservation scientists	Advanced knowledge in conservation and restoration ecology
University of Trier	Msc Environmental Sciences	2 years	1000 USD per year	Graduates in environmental, life and geo-sciences who intend to specialise in different fields of	Conservation sciences-focused

				environmental assessment, monitoring and management issues	
Yale School of the Environment	Tropical forest landscapes: conservation, restoration and sustainable use	One year	4256 GBP	Conservation professionals	Postgraduate certificate program – online, project, and field course components
OTHER					
Coursera	Variety of online self-paced courses on conservation offered by different universities	1h to 3 months	39 USD per month	Anyone interested	From MOOCs to online degrees

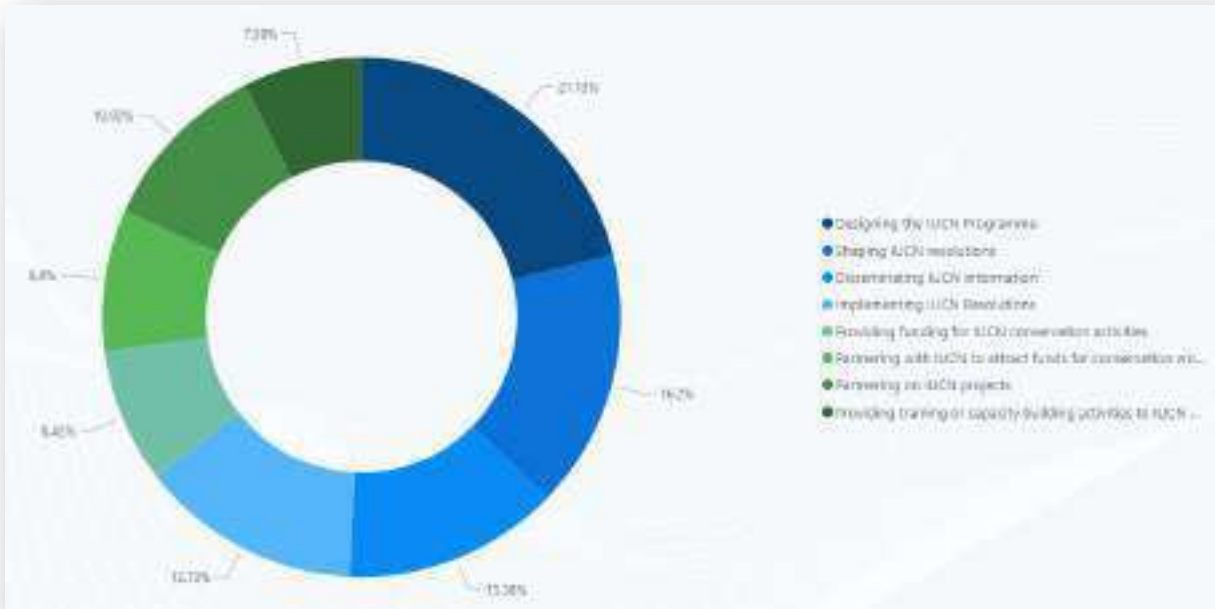
Annex 2: Results of the survey on Membership training needs

Members survey headline information:

- 262 respondents
- Responses received from all 8 Statutory regions
- Male vs female ration 2/3 to 1/3
- Almost 85% of the respondents were aged over 40

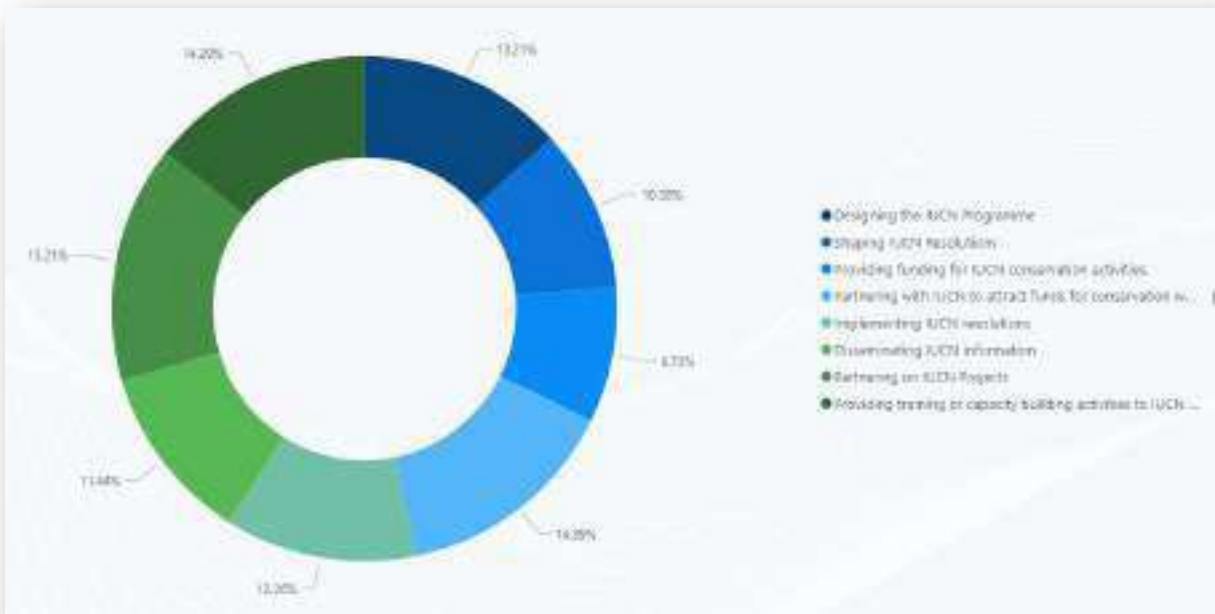


My Member currently contributes to the Union by taking part in these areas:



15% of respondents are currently collaborating on IUCN Projects.

My Member would like to contribute to the Union more by being involved in the following activities:



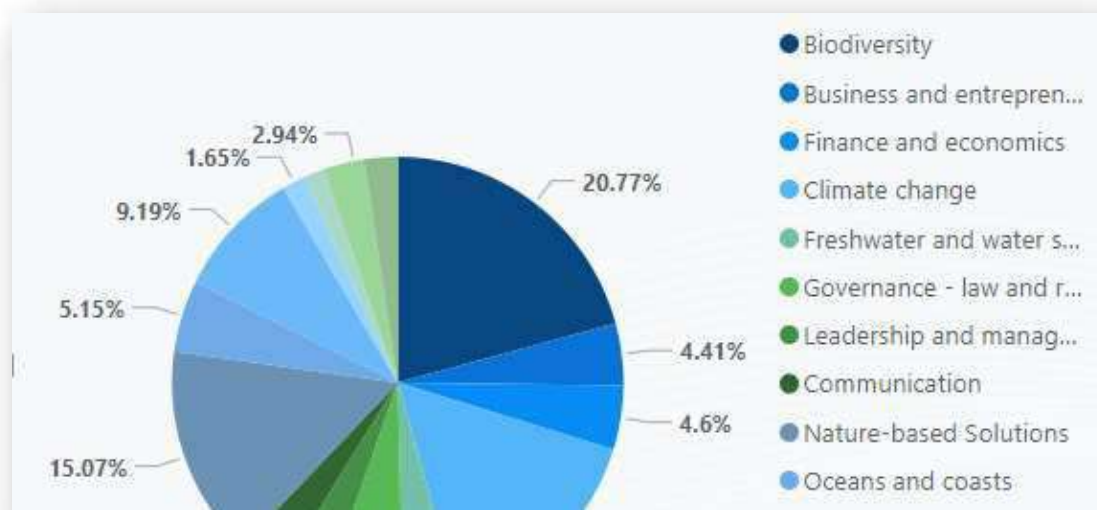
Just under 11% would like to contribute to the Union more by partnering on IUCN projects

Areas of capacity building engaged in over the last 3 years:



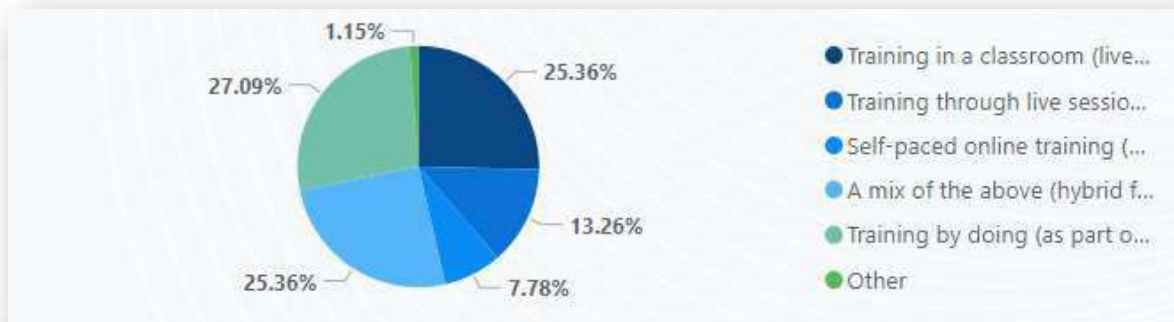
The top four areas that Members have been concentrating on for capacity building over the last three years are Biodiversity, Climate Change, NbS, and Protected Areas and Land use.

Top three priority areas for capacity building in the next three years:



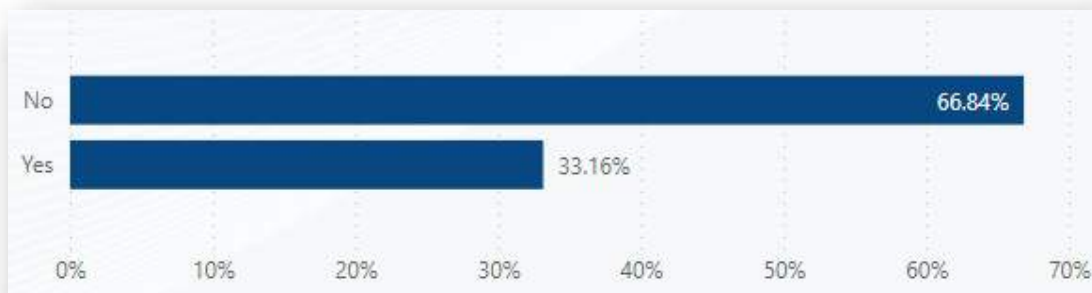
Going forward, the top three areas for capacity building interest are Biodiversity, Climate change and NbS.

Preferred delivery format for capacity building:



Results show that the preferred delivery format for Capacity building would be live in-person class sessions, training by doing (e.g. as part of a project) and self-paced online training.

Have you ever taken part in a capacity building activity offered by IUCN?



Two-third of IUCN Members haven't yet had the opportunity to benefit from capacity building offered by IUCN, which shows there is great potential to increase such activities.

Annex 3: ToRs for the evaluator AND Results of the evaluation of the Professional Certificate on the IUCN Global Standard for Nature-based Solutions

TERMS OF REFERENCE

EXTERNAL EVALUATION OF IUCN ACADEMY STUDY PROGRAMMES

Background

The IUCN Academy provides best-in-class learning experience for internal and external participants to its programmes, utilising a broad and creative range of pedagogical methods. IUCN holds a great wealth of theoretical and practical knowledge on how society should sustainably use natural resources and biodiversity. The IUCN Academy aims at leveraging this expertise to train individuals (professionals and postgraduate students alike) with the knowledge and skills to drive the green transition our societies are calling for.

To reach this objective, the IUCN Academy has developed a new type of training programme offered for open enrolment, which provides credentials recognised by IUCN Secretariat, the IUCN Academy Professional Certificate. Though the Professional Certificates are not academic titles, and have no formal academic value, the Academy wants to ensure they meet high quality learning and pedagogical standards aligned with those applicable to executive education or equivalent professional programmes in academic institutions. To this end, it is putting in place a system of external evaluation of its study programmes.

External Evaluation of IUCN Academy Study Programmes

The following conditions apply to be an external evaluator of the IUCN Academy Study Programmes:

- Have recognised academic and/or professional qualifications to a level allowing teaching and assessment in academia;
- Be familiar with the standard expected of participants to achieve the award being assessed;
- Have relevant experience in the fields covered by the programme of study;
- Be fluent in the language of the programme being assessed;
- If applicable, meet any applicable criteria set by professional, statutory or regulatory bodies.

External evaluators should also have appropriate sector-level knowledge regarding the maintenance of academic standards and enhancement of quality, experience relating to the design and operation of different assessment types and procedures, an awareness of current developments in the design and delivery of relevant curricula, and experience relating to the enhancement of the student learning experience. All external evaluators should be of sufficient standing and credibility within the appropriate discipline so as to be able to command the respect of academic and, where appropriate, professional peers.

To avoid any potential conflict of interest external evaluators should not be appointed if they fall into any of the follow categories:

- Anyone with a close professional, contractual or personal relationship with a member of staff or a participant involved with the programme of study;
- Anyone who participates as a contributor to the programme of study, or anyone with a close professional, contractual or personal relationship with a contributor to the programme of study;
- Anyone required to assess colleagues who are recruited as participants to the programme of study;
- Anyone who is, or knows they will be, in a position to influence significantly the future of participants on the programme of study.

The external evaluator shall have access to sufficient evidence to enable him/her to discharge his/her responsibility to act as an external arbiter of standards, i.e. to:

- Have access to all course material, whether related to the e-learning, or live teaching sessions;
- Have access to all scripts and other material submitted by candidates;
- Be provided with sufficient evidence to endorse the outcomes of any assessment processes concerned.

The IUCN Academy is responsible for the standard of its awards, and is under no compulsion to implement particular recommendations made by external evaluators, but it must always be in a position to explain why it did or did not adopt a particular proposal.

Assignment

The present ToRs contain a description of the mandate provided for the external evaluation of the IUCN Academy **Professional Certificate on the IUCN Global Standard for Nature-based Solutions** (the “Programme”).

Following examination of the above-described evidence the external evaluator is asked to report on the aspects listed below.

1. In relation to academic standards:
 - a. Whether or not the academic standards and the achievements of participants are comparable with those in other executive education or comparable institutions of which the external evaluator has experience;
 - b. Whether or not the assessment process measures participants' achievement rigorously and fairly against the intended outcomes of the Programme;
2. In relation to process:
 - a. Whether sufficient information and evidence was received in a timely manner to enable the role to be fulfilled effectively;
 - b. If applicable, whether issues raised in any previous reports were responded to and have been, or are being, properly considered, and where applicable, acted upon.

3. External evaluators are also invited to:
 - a. Comment on the quality of the learning content provided to the participants for the e-learning and teaching components, as well as assignments of the programme;
 - b. Comment on good practice and innovation relating to learning, teaching and assessment they have observed;
 - c. Comment on opportunities to enhance the quality of learning opportunities provided to participants; and
 - d. Give an overview of their term of office (when concluded).

The evaluator is appointed for a period of four years, with a first evaluation of the Programme starting in 2022.

Deliverables

The external evaluator will be responsible for delivering, for each cycle of the Professional Certificate:

- Submission of a draft report, responding to items 1-3 and the sub-items listed above
- Presentation and discussion of the report and its recommendations during a Programme Evaluation meeting with the IUCN Academy staff responsible for the programme
- Submission of the final report with its recommendations

Timeframe

The draft report will be submitted no later than one week before the Programme Evaluation meeting. The final report will be submitted no later than three weeks following the Programme Evaluation meeting.

EXTERNAL EVALUATOR REPORT FORM FOR IUCN ACADEMY STUDY PROGRAMMES

Name	Professor Chris Sandbrook			
Home Institution	University of Cambridge			
Email Address	Cgs21@cam.ac.uk			
Name(s) of course(s) evaluated	Professional Certificate on the IUCN Global Standard for Nature-based Solutions			
Year of evaluation	2022-23			
Year of Appointment	<u>1st</u>	2 nd	3 rd	4 th

	Yes	No	N/A
1. Are the academic standards and the achievements of participants comparable with those in other executive education institutions or equivalent programmes of which the external evaluator has experience?	X		
2. Are you satisfied that you received sufficient programme materials (handbooks, regulations, marking criteria) in a timely manner?	X		
3. Do the assessment processes measure student achievement rigorously and fairly against the intended outcomes of the programme?	X		
4. Are you satisfied that issues raised on your previous report form have been properly considered and, where applicable, acted upon?			X
5. Did you receive a written response from the IUCN Academy to your previous report form?			X

If you replied No to any of the questions above, please expand here:

Do you have any concerns about the course, including standards and quality?

At present I feel that the amount of formative feedback provided to students is limited, which holds them back from realising their full potential through the programme. My recommendations below relating to improving the marking and feedback process should help to address this concern.

Are you satisfied that the procedures associated with the assessment are efficient (e.g. timeframes, questions, design and conduct of group assignments, group work, etc.)?

Yes, with the caveat that I think that participants should be given individual formative feedback on their essay answer.

I feel the approach for dealing with cases of potential plagiarism may be too harsh. It is quite common to see Turnitin match reports of 25%+ which are innocent, or the result of a simple misunderstanding which can be addressed through a conversation. It might be best not to jump straight to giving a 'fail' grade.

Do you have any comments on the student experience of the course and/or their experience of the assessment process?

The feedback comments provided by the students seem to be generally very good, with just a few concerns about the online platform and workload which are being addressed.

Do you have any comments on IUCN Academy Study Regulations and Programme Requirements policies?

The Programme Requirements Document gives a good overview of important information but left out some things that potential students might find useful. For example, it doesn't contain information on the mode of assessments that students will need to complete. The Regulations document also states that the mode of assessment is at the discretion of the Programme Director. That is fine, but these should be agreed in advance of each cohort starting so that students know what they are signing up for.

The Regulations say that the Programme Director can award extensions for assignments, but does not give details of criteria or examples of what would be considered sufficiently challenging circumstances to justify an extension. Providing this information would be helpful. The study regulations document could be given a less formal introduction to make it welcoming for the students. The

Please describe here any recommendations for improvement.

- To give students individual feedback on their essays
- To provide students with more information at the beginning of the course about the modes of assessment, curriculum, reading lists etc.
- To reduce the level of reading provided as this goes beyond the number of hours per week advertised to the students.
- To take a slightly more lenient approach to plagiarism that gives students more opportunity to learn from their mistakes.
- To incorporate some teaching on critical perspectives on NBS, win-win thinking etc.

Please highlight any good practice you encountered.

The decision to run the course in two different streams based on time zones was a very good one as it enabled students to participate in live sessions at a time convenient to them. The communications with students seem very well organised, with template messages prepared in advance. Students who are struggling to complete the course are given the opportunity to re-enroll for the following cohort which shows good understanding of their needs.

It is great that all the presentations and supporting materials, including the 'chat', are made available from each live session.

The group self-assessment presentation slides are very impressive. They have obviously done a lot of work and the templates provided have helped them to achieve a high quality of material (although some must have surely been longer than 10 minutes to present?). This is particularly impressive when combined with the use of the self-assessment scorecard sheet which must take a considerable amount of work to complete.

The Excel spreadsheet containing the NBS self-assessment tool is clear and well designed.

Case studies look detailed and highly appropriate. It is good to see the range of geographies and contexts covered by the cases.

If this is your final year as external evaluator? If so, have you seen improvements over your tenure? Has the IUCN Academy acted on your advice?

N/A

Do you have any other comments?

The quality of the content was generally to a high standard. The structure of the course is logical and takes students to a point where they should have a very good understanding of the NBS standard and how to use it. The course makes use of a wide range of learning approaches, including weekly live sessions, online content for students to work through in their own time, and ample opportunity to meet and interact with other students through the online platform and group work. The assignments are also diverse, enabling students to demonstrate their range of skills. I was particularly impressed by the quality of the submitted presentations for the final group exercise.

I have provided a separate, longer report that covers the points above in more detail.

Final External Evaluator's Report for the IUCN Academy Professional Certificate on the IUCN Global Standard for Nature-based Solutions

January 2023

Professor Chris Sandbrook

The following report responds, briefly, to each of the 3 main items and sub-items specified in the Terms of Reference for External Evaluators provided by the IUCN Academy. It then goes on to describe several further points that were discussed in the meeting with the course team on Thursday 2nd February. This report should be read in conjunction with the formal External Evaluator's Report.

1. In relation to academic standards:

a. Whether or not the academic standards and the achievements of participants are comparable with those in other executive education or comparable institutions of which the external evaluator has experience;

- Yes, they are. There were many examples of excellent submitted work from participants, in both individual and group assignments. As always some work was of less high quality but all examples I reviewed were passable.

b. Whether or not the assessment process measures participants' achievement rigorously and fairly against the intended outcomes of the Programme;

- Generally yes, although the provision of further feedback to candidates on their submitted assignments would be a positive step to help candidates to reinforce their learning

2. In relation to process:

a. Whether sufficient information and evidence was received in a timely manner to enable the role to be fulfilled effectively;

- Yes definitely. The quality and organisation of material provided was exemplary

b. If applicable, whether issues raised in any previous reports were responded to and have been, or are being, properly considered, and where applicable, acted upon.

- Not Applicable. This is the first time this course has been evaluated in this way

3. External evaluators are also invited to:

a. Comment on the quality of the learning content provided to the participants for the e-learning and teaching components, as well as assignments of the programme;

- The quality of the content was generally to a high standard. The structure of the course is logical and takes students to a point where they should have a very good understanding of the NBS standard and how to use it. The course makes use of a wide range of learning approaches, including weekly live sessions, online content for students to work through in their own time, and ample opportunity to meet and interact with other students through the online platform and group work. The assignments are also diverse, enabling students to demonstrate their range of skills. I was particularly impressed by the quality of the submitted presentations for the final group exercise

b. Comment on good practice and innovation relating to learning, teaching and assessment they have observed;

- The decision to run the course in two different streams based on time zones was a very good one as it enabled students to participate in live sessions at a time convenient to them. The communications with students seem very well organised, with template messages prepared in advance. Students who are struggling to complete the course are given the opportunity to re-enroll for the following cohort which shows good understanding of their needs.
- It is great that all the presentations and supporting materials, including the 'chat', are made available from each live session
- The group self-assessment presentation slides are very impressive. They have obviously done a lot of work and the templates provided have helped them to achieve a high quality of material (although some must have surely been longer than 10 minutes to present). This is particularly impressive when combined with the use of the self-assessment scorecard sheet which must take a considerable amount of work to complete.
- The Excel spreadsheet containing the NBS self-assessment tool is clear and well designed
- Student feedback is generally very positive, which is great to see
- Case studies look detailed and highly appropriate. It is good to see the range of geographies and contexts covered by the cases

c. Comment on opportunities to enhance the quality of learning opportunities provided to participants; and

- The Programme Requirements Document gives a good overview of important information but left out some things that potential students might find useful. For example, it doesn't contain information on the mode of assessments that students will need to complete. The Regulations document also states that the mode of assessment is at the discretion of the Programme Director. That is fine, but these should be agreed in advance of each cohort starting so that students know what they are signing up for.
- The Regulations say that the Programme Director can award extensions for assignments but does not give details of criteria or examples of what would be considered sufficiently challenging circumstances to justify an extension. Providing this information would be helpful.
- I feel the approach for dealing with cases of potential plagiarism may be too harsh. It is quite common to see Turnitin match reports of 25%+ which are innocent, or the result of a simple misunderstanding which can be addressed through a conversation. It might be best not to jump straight to giving a 'fail' grade.
- For the video consent form, you might wish to include a clause saying students are not allowed to capture their own version of the file to keep for themselves.
- It would be good to include some more critical perspectives covered on things like biodiversity net gain or the difficulties with win/win thinking? Not every case study in practice is a big success. Learning about critiques and how things can go wrong would be valuable for the participants.

d. Give an overview of their term of office (when concluded).

- Not applicable.

Annex 4: Provisionary workplan for the 4th quarter of 2023 and 2024

To implement the workplan, the Academy is hoping to benefit from the support and expertise of all IUCN constituencies, especially IUCN Commissions.

2023

In the last quarter of 2023, the Academy plans to

1. Release minimum 13 free courses, including:

Introductory courses:

- Green List of Protected Areas
- Gender and Conservation

Support to IUCN capacity building component of projects

- Four ecotourism courses as part of the support to IUCN Med projects:
 - o Guiding and interpretation
 - o Product development
 - o Marketing
 - o Governance

Collaboration with CEC (3 courses)

- 10 Steps to designing communication campaigns
- 10 Steps to greening your school grounds (for school networks)
- Creating transformative education for planetary health

Onboarding courses for IUCN staff (4 courses in support of IUCN HR)

2. Continue developing the Learning Platform

The Academy will be using the AFD grant to continue developing its learning platform.

3. Start developing courses focusing on urgent Secretariat's and IUCN Members' capacity development needs:

- *Conservation Project Management*
- *Proposal Drafting Skills*
- *Environmental and Social Management System (ESMS)*
- *Gender Analysis in Conservation Project Management*

The above should increase the capacity of IUCN Members to access funding from the grants managed by IUCN, as well as their capacity to deliver when implementing IUCN-led projects, thereby increasing the efficiency of IUCN action as well as diminishing the risks around the portfolio implementation. Some of the funds received for the MoE of South Korea will be endowed to develop these courses.

4. Continue the development of continuing education courses, which were already in the pipeline in 2022.

Those courses target a broad audience of conservationists and individuals willing to contribute to IUCN's mission and objectives and foster the interdisciplinary approach to conservation the Academy is supporting.

5. Release one continuing education course with a revenue generating component - including scholarships and special conditions for Members-, focusing on one of the following topics:

- *Gender Analysis in Conservation Project Management*
- *Finance for Nature*
- *The IUCN Global Standard for Nature-based Solutions*
- *Urban Planning*

2024

In 2024, the assumptions for the Academy are

1. Release 15 to 20 more free courses, including among others:

Introductory courses

- Trade in Wild Species (in partnership with TRAFFIC)
- Nature-based Solutions
- Finance for Nature

Specific courses for IUCN Members

- Conservation Project Management
- Proposal Drafting skills (incl. specific GEF-GCF components)

Capacity building from the IUCN project portfolio

2. Continue developing the courses mentioned under point 3 and 5 in the 2023 workplan

The development of those courses will start in parallel in 2023 but it is difficult to assess which ones will be ready in priority.

As the Academy has suspended all new initiatives since September 2022, it will need to reassess the calendar for each of these courses, depending on the availability of the expertise, notably inside IUCN constituencies, to design the content of those courses.

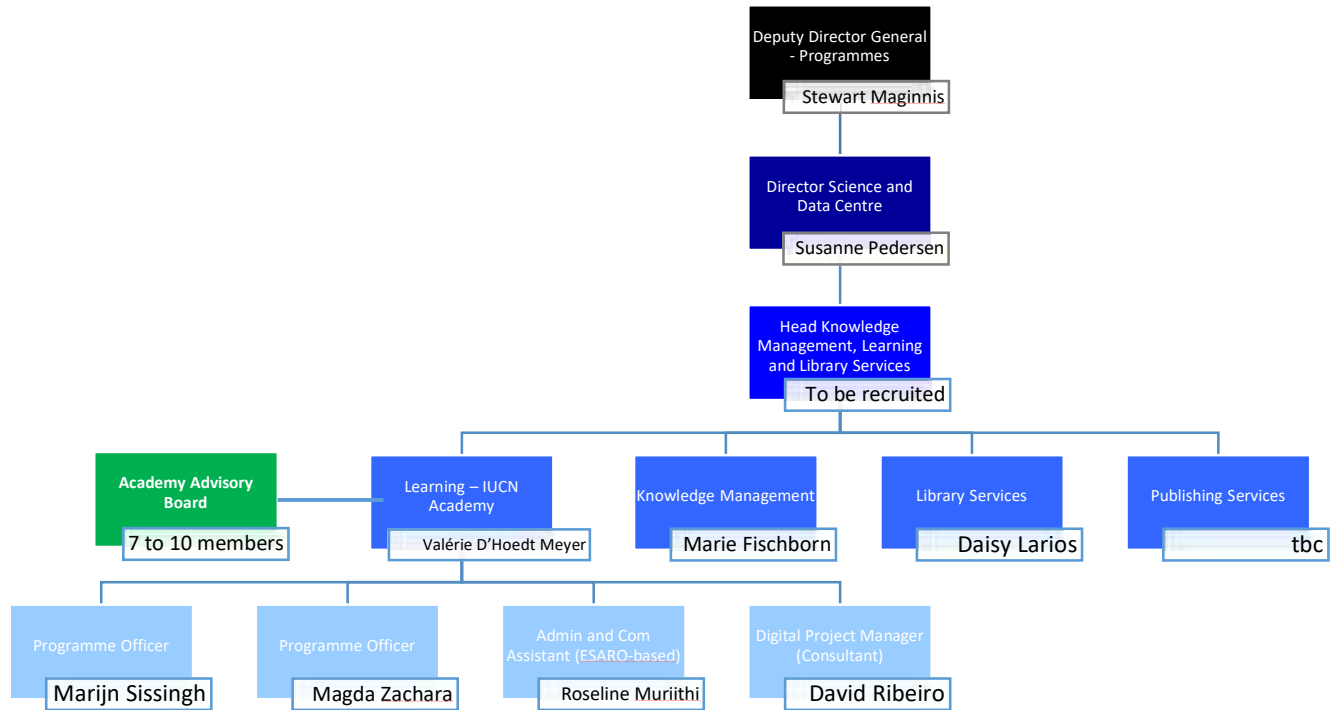
3. Organise six editions of continuing education courses with a revenue generating component -including scholarships and special conditions for Members-, focusing on some of the following topics:

- *Gender Analysis in Conservation Project Management*
- *Finance for Nature*
- *The IUCN Global Standard for Nature-based Solutions*
- *Environmental and Social Management System*
- *Urban Planning*

4. Lead activities to better understand IUCN Members capacity building needs

Based on those activities, the Academy will develop a plan for the future of the portfolio.

Annex 5: IUCN Academy operational organigramme



The responsibilities of the IUCN Academy Programme Officers include the following:

- Support to the design and delivery of the capacity building activities of the IUCN project portfolio (provision of templates, guidelines, pedagogical support, etc.)
- Course management activities, when needed (management of participants, collection of assignments, etc.)
- Support to the delivery of live lessons
- Course development on the learning platform (LMS)

Annex 6: Text of MoU with IUCN Academy academic partners

MEMORANDUM OF UNDERSTANDING

between

IUCN, International Union for Conservation of Nature and Natural Resources, an international organization, with headquarters located at Rue Mauverney 28, 1196 Gland, Switzerland (hereafter “IUCN”),

and

The Chancellor, Masters and Scholars of the University of Cambridge, a University established and existing under the laws of the United Kingdom of Great Britain and Northern Ireland, with its headquarters located at the Old Schools, Trinity Lane, Cambridge, CB2 1TN (hereafter “OP”),

herein referred to jointly and severally as the “Parties” and “Party”, as the context may reasonably indicate or require.

The University of Cambridge while being the signatory will also represent the Cambridge Conservation Initiative and will ensure their engagement in relevant future discussions and activities.

Preamble

Whereas the mission of the OP is to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence

Whereas the mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable;

Whereas the mission of IUCN Academy is to develop training and capacity building activities that build upon the strength of expertise of IUCN and the participating institutions, its network and its capacity to mobilise, with the aim to expand the capacity of individuals and organisations working to make their contribution to nature conservation more meaningful and efficient;

Whereas the Parties recognize the conservation of biodiversity is essential to the welfare of humanity and plays a **vital** role in addressing the climate crisis;

Whereas the Parties recognize the green transition our societies are calling for requires accelerating the training of the next generation of students and conservation professionals with the right knowledge and skills to successfully lead the process;

Whereas the Parties recognize that to ensure that conservation capacity building is open to all in an equitable manner the future success of this group is dependent on the active participation of a variety of institutions, with differing stakeholders, cultures and geographies and with different resources.

Whereas the Parties recognize the benefits that each may derive from their collaboration hereunder toward the fulfillment of their respective missions;

Whereas the Parties wish to identify projects and activities for joint implementation from time to time through specific agreements (“Supplemental Agreement(s)”) in areas such as research, education and public service to conserve and regenerate biodiversity and nature’s benefits for future generations, and to that end they wish to establish the general terms of their collaboration in this Memorandum of Understanding (hereafter “MoU”).

Now therefore the Parties agree as follows:

A. Objective

The objective of this MoU is to provide a collaboration framework for the Parties to explore synergies and potential for innovation in research and education in the conservation domain to support conservation policies and actions based on the best available knowledge, engagement with local communities, and sound governance; to support conservation that is open, accessible and welcomes diversity in all its aspects; and to release the talent of the next generation of students and conservation professionals in support of these goals (the “Objective”).

B. Principles of Collaboration

1. Complementarity and reciprocal support

The Parties will support each other in working toward the achievement of the Objective and the fulfillment of their respective missions, by building on elements of their respective programs and by pursuing effectiveness while avoiding unnecessary duplication of effort.

2. Mutual benefit

The specific projects and activities on which the Parties will collaborate under this MoU and through related Supplemental Agreements will be selected, agreed and carried out so as to achieve the Objective and to bring a clear benefit to both Parties and their respective constituents.

3. Responsibility and funding for collaboration projects and activities

Such collaborative projects and activities will be undertaken with a clear, mutual understanding of the work and the responsibilities to be carried out by each Party and of the ways and means of funding each such project or activity. To that end, the specific details in respect of (a) the work and responsibilities of each Party in terms of operational, performance and administrative tasks, (b) the agreed

deliverables to be produced by each Party, and (c) the source, allocation, control and use of all necessary funding shall be set forth clearly in the relevant Supplemental Agreement.

4. Mutual recognition

Public statements and publications by either Party regarding activities undertaken jointly pursuant to this MoU will expressly acknowledge the cooperative relationship between the Parties. Additionally, where either Party intends to use, in publications in any medium, substantial data and/or information (collectively “Materials”) obtained by the other Party, the Party intending to use the materials will:

- a. Give the other Party
 - i. reasonable advance notice of such intended use, and
 - ii. the opportunity to edit or otherwise amend the Materials, or to object to and prevent the intended use thereof, provided that any such objection shall be based on reasonable grounds; and
- b. Include with the Materials, in a clearly legible font and conspicuous location in the medium, an acknowledgment or source reference to the other Party.

C. Areas and Activities of Collaboration

1. This MoU is intended to provide the Parties with a general framework and a guiding tool in identifying and carrying out specific collaborative projects and activities. Specific areas of collaboration, activities and projects will be identified on the basis of geographic, programmatic and/or other relevant criteria and will be agreed in one or more Supplemental Agreements.
2. Potential areas of collaboration include, but are not limited to, the following:
 - a. Global outreach and education in the domain of nature conservation and its interaction with other major environmental and societal challenges;
 - b. Promotion of a multidisciplinary and integrated approach towards nature conservation, including research, education, and public service;
 - c. Joint development of executive and capacity development programs;
 - d. Exploration of employment shifts in the conservation domain and its consequences for capacity building needs;
 - e. Other areas of cooperation as agreed.

D. Modalities of Performance

1. In order to ensure the harmonious implementation of the Parties' collaboration and the successful achievement of the Objective of this MoU, the Parties undertake actively to support each other in the performance of agreed tasks/activities and to take all reasonable steps to make the most effective use of the collaboration hereunder in furtherance of their respective missions.
2. Taking into account the preceding paragraph 1, the Parties agree to the following practical steps:
 - a. An annual meeting at the senior management level will be scheduled and held every calendar (the "Annual Meeting"), with the date and venue to be agreed by the Parties in each instance.
 - b. The Annual Meeting is intended to provide the Parties with the opportunity to review their collaborative relationship and possibly to extend its scope, and in particular to share information, evaluate past and ongoing joint activities, and discuss new areas and activities for further potential collaboration.
 - e. Each Party will nominate and notify to the other Party a number of representatives who will serve as focal points dedicated specifically to coordinating
 - i. the overall collaboration under this MoU, and
 - ii. the specific activities undertaken pursuant to the Supplemental Agreement(s) stipulated by the Parties. And
 - f. Each Party will ensure that any changes made to the list of its focal points will be communicated promptly to the other Party.

E. Miscellaneous Provisions

1. Supplemental Agreements
 - a. Collaboration activities to be carried out pursuant to any Supplemental Agreement will be:
 - i. Subject to the availability of funds and resources;
 - ii. Approved by the appropriate administrative authorities of each Party; and
 - iii. Undertaken in accordance with the Parties' respective established policies and procedures.

- b. The Parties' performance of Supplemental Agreements shall be subject to and in accordance with the terms and conditions provided for in each such Supplemental Agreement.

2. Financial Provisions

Financial, administrative and reporting provisions relating to any collaboration activities between the Parties shall be expressly agreed in the relevant Supplemental Agreement.

3. Dispute Resolution

Any dispute arising out of or in connection with this MoU will be settled by amicable negotiation between the Parties. Should the Parties be unable to negotiate an amicable settlement, the dispute shall be submitted to conciliation following procedures to be agreed by the Parties.

4. Representation

Neither Party shall have the authority to incur any liability or make any commitment on behalf of the other Party *vis à vis* any third party, contractually or otherwise, without the other Party's advance express written consent.

5. Amendment

This MoU may be amended only by a writing signed by both Parties.

6. Term and Termination

This MoU shall become effective on the date of signature by both Parties, and shall remain in effect for five (5) years from the effective date unless renewed in writing for a similar term or terminated by either Party. Either Party may terminate this MoU by giving the other Party six (6) months' advance written notice of termination. It is understood that any such termination shall have no effect on any Supplemental Agreements then in force between the Parties, and that the performance of such Supplemental Agreements shall be subject to their own terms and conditions.

7. Intellectual Property Rights

Neither Party shall have the right to use the other Party's name, logo and/or other trademarks in any medium and for whatever purpose without the other Party's prior written consent in each instance of use.

8. Personal Data

The Parties undertake to process any personal data exchanged in the implementation of this MoU in compliance with the principles of Regulation (EU) 2016/679 of the European Parliament and those adopted by Switzerland on the matter of Personal Data Protection. Personal Data is any information relating to an identified or identifiable individual.

9. Non-enforceability

This MoU is a non-binding statement of the Parties' mutual understanding of their proposed collaboration framework. Therefore, and except for the obligations set forth under article 7 and article 8 above, this MoU is not intended to create, and does not create, any legally enforceable rights or obligations in respect of either Party, including any obligation on their part to enter into any Supplemental Agreement.

In witness whereof, the undersigned, being duly authorized to do so, have executed this MoU in the English language in two (2) counterparts, each of which shall be deemed an original, and which together shall constitute one and the same instrument.

**IUCN, International Union for
Conservation of Nature and
Natural Resources**

University of Cambridge

Signed: _____

Signed: _____

Dr. Bruno Oberle
Director General

Prof. Anne Ferguson-Smith
Pro Vice Chancellor for Research

Date: _____

Date: _____



Knowledge Products and Knowledge Management: Strategic Roadmap

Version 2.0

9 May 2023

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Executive Summary

Knowledge management, and in particular, “knowledge products”, have been the subject of debates within the International Union for Conservation of Nature (IUCN) for more than two decades. In the past, the Union has pursued an organic growth and fragmented approach to knowledge management. The last institutional review on knowledge management was commissioned in 2003 and its recommendations were never implemented. In September 2022, the need for a more comprehensive and strategic approach to managing “knowledge products” specifically was identified by the IUCN Council as a priority. The ultimate objective of the need for a coherent strategic approach to “knowledge products” – and by extension knowledge management more generally – is to secure adequate, predictable and flexible funding to maintain, improve and integrate (where possible) IUCN “knowledge products” in order to respond to the fast paced 21st century world.

Assessing and measuring impacts on nature and progress of conservation is a complex undertaking, and many stakeholders struggle to find the right metrics and data that would help them determine whether they are nature-negative or -positive. Existing IUCN “knowledge products” that aim to serve this purpose have a degree of uptake; however, there is potential to extend, systematise, improve and integrate IUCN’s knowledge offering, in the strive to achieve IUCN’s conservation mission.

This document has a number of limitations, including the fact that there is currently no agreed upon Union-wide definition of the term “knowledge product”. As such, the proposed typology in this document should be interpreted as an interim classification of some of IUCN “knowledge products”.

Knowledge Products for assessments based on IUCN ‘status based’ Standards	Knowledge Products to guide conservation action: tools that do not require underpinning IUCN Standards	Knowledge Products for conservation assurance based on IUCN ‘performance based’ Standards
IUCN Red List of Threatened Species & Green Species Status (incl STAR metric)	Integrated Biodiversity Assessment Tool (IBAT)	Green List of Protected and Conserved Areas
IUCN Red List of Ecosystems & IUCN Global System Typology	World Heritage Outlook	IUCN Global Standard for Nature-based Solutions
Protected Areas Management Categories (Protected Planet)	Restoration Barometer	
Key Biodiversity Areas	ECOLEX	
IUCN Environmental Impact Classification of Alien Taxa	Contributions for Nature Platform	
	Global Register of Introduced and Invasive Species	
	Natural Resource Governance Framework	
	Urban Nature Index	

In 2021, the Director General commissioned [a strategic review of IUCN data products](#) to help IUCN understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of its “knowledge products”. The study was based on set of “knowledge products”, including at least one from each of the three categories as prescribed in the typology (see scope on page 13 of [the Strategic review](#)). The methodology included interviews with 29 key informants from 20 organisations including end-users (government, civil society, business, and finance), data providers,

institutions and individuals involved in developing and maintaining “knowledge products”. Insights are summarised in the SWOT analysis presented in Figure 1 (below).

Figure 1: SWOT summary of findings



In the past, “knowledge products” have been developed independently from each other. This fragmented approach was also reinforced by both the previous structure of the Secretariat and by the lack of a clear approach to knowledge management across the Union. The Knowledge Management and Library Team (KM&L Team) was therefore established in 2021, under the Centre for Science and Data, with the intent to: 1) define and streamline Knowledge Management (KM) across IUCN and; 2) improve IUCN’s approach to capturing, organising and promoting its knowledge and expertise. In terms of next steps, this strategic roadmap suggests the following:

- Defining Knowledge Management in IUCN (the “what?”)
- Objectives in line with IUCN Statutes and mission (the “why?”)
- Key target beneficiaries (the “whom?”) need to be clearly defined (internally and externally) as well as key partnerships (the “with whom?”) – within and beyond IUCN.

This roadmap then moves onto proposing the following strategic approach for two of the three categories of “knowledge products”:

1) Knowledge Products for assessments based on IUCN ‘status based’ Standards

Consisting of: public financing, cost recovery through the project portfolio, cost recovery from the private sector through the Integrated Biodiversity Assessment Tool (IBAT), and technology & science developments through the Global Environment Facility (GEF)-secured funding to explore knowledge frontiers.

2) Knowledge Products for conservation assurance based on IUCN ‘performance based’ Standards

Consisting of positioning IUCN’s ‘performance based’ Standards as: 1) best-practice benchmarking tool for systems-level programme planning, policy development or fund development; 2) a single intervention project design/ management planning tool; and 3) a verified assurance certificate.

Preamble

The purpose of the *Knowledge Products and Knowledge Management: Strategic Roadmap Version 2* is to respond to [Council Decision C108/15](#). The document is intended to serve as a second step towards the development of a Union-wide Strategy on IUCN Knowledge Products and Knowledge Management.

This second iteration incorporates feedback from IUCN Council's Programme and Policy Committee (PPC) received during its 9th meeting, written comments from the Commission on Ecosystem Management (CEM) and the World Commission on Protected Areas (WCPA), as well as refinement suggestions from relevant Secretariat experts, particularly scientists from the IUCN Centre for Science and Data. The Secretariat has not yet received feedback from the following Commissions: Species Survival Commission (SSC), Commission on Environmental, Economic and Social Policy (CEESP), World Commission on Environmental Law (WCEL), Commission on Education and Communication (CEC) and the Climate Crisis Commission (CCC). The Secretariat stands ready to incorporate further feedback from Commissions upon receipt.

Building on the recommendation of PPC to the IUCN Council at its 108th meeting – i.e. to consult the draft document with Members – it is proposed that this second iteration of *Knowledge Products and Knowledge Management: Strategic Roadmap Version 2* goes through a Membership-wide consultation. This can be done via the soon-to-be launched IUCN Engage, inviting interested Members to share feedback. It is worth noting that insights from the latest Annual Membership satisfaction survey demonstrate that out of the 18% of Members who responded to the survey, 60% find that IUCN “knowledge products” are a very important service of IUCN to their organisation¹.

In addition, as the Union component “*entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN*”², it is imperative that all seven IUCN Commissions are consulted on a strategy that sets the direction of IUCN's knowledge generation, maintenance, development and funding.

Chapter 1. Introduction

IUCN is a recognised provider of nature and conservation-related knowledge, data and standards used to guide nature conservation efforts globally. The Union relies on and continuously generates data, information and knowledge from across its Membership, Commissions and the Secretariat. This includes data, guidelines, tools, “knowledge products” (herein KPs) as well as formal publications under official identifiers (ISBN and ISSN). Over the years, IUCN's knowledge has gained prominence worldwide and it is believed to contribute to a wide range of global analyses on the status of the natural world and the measures needed to safeguard it.

Today, governments, private sector and investors are under increased societal pressure to manage environmental risks and strengthen Environmental, Social and Governance (ESG) practices. Assessing and measuring impacts on nature and progress of conservation is a complex undertaking, and many stakeholders struggle to find the right metrics and data that would help them determine whether they

¹ For more information, please refer to [Annex 1: 2023 Annual Membership satisfaction survey – knowledge products results](#)

² Article 73 of the IUCN Statutes and Regulations

are nature-negative or -positive. Existing IUCN KPs that aim to serve this purpose have a degree of uptake and utility; however, there is potential to extend, systematise, improve and integrate IUCN’s knowledge offering, in the strive to achieve IUCN’s conservation mission.

It is evident that the Union has been attempting to address this matter for more than a decade. Throughout the years, KPs have been developed independently from one another; there is also currently no strategy on KPs, nor on knowledge management more generally, despite the numerous Congress Resolutions on this topic since the early 2000s. The Union has pursued an organic growth and fragmented approach to knowledge management, and in September 2022, the need for a more comprehensive and strategic approach to managing KPs was identified by Council as a priority.

In 2021, the Director General commissioned [a strategic review of IUCN data products](#). The review was shared with Council via the [Director General’s Report to Council meeting 107](#) in early 2022. In summary, the findings suggest that there are major opportunities for increased uptake and impact, including: 1) use by corporates for impact assessment, target setting, reporting and disclosure; 2) use by financial sector for screening of investment portfolios; 3) increased use in agribusiness, forestry, and fisheries, where certification is the main sustainability approach but there has been limited incorporation of IUCN KPs; and 4) increased use by governments for integrating national biodiversity and climate strategies.

It is within this broader context that an IUCN strategy on KPs should be developed. All existing IUCN KPs involve extensive work with and contributions from the Commissions, and many also involve Members; as such, a Union-wide strategy would require the buy in of all IUCN constituencies. Through the development of a clear Union-wide strategy on KPs, IUCN aims at securing adequate, predictable and flexible funding to maintain, improve and integrate existing KPs, and develop new ones, as necessary. A KP strategy would help deliver the IUCN Programme, service the Union, and reduce institutional risks.

This report. For readability purposes, the body of the report has been kept as succinct as possible. More detailed information and descriptions can be found throughout [Annexes 1 to 6](#).

Knowledge Products in IUCN Statutes

The term “Knowledge Product” is neither referred to nor defined in IUCN’s statutory documents. There are, however, numerous references in the Statutes and Regulations to objectives, roles, mechanisms and activities of the various components of IUCN that are directly or indirectly related to what is currently understood as a Knowledge Product (Article 2, 3 (d) and (g) and bis of IUCN’s Statutes; and Regulations 2 (b), (d), (e), (f), (l)).

In order to attain its objectives to “influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable” (Article 2 of IUCN’s Statutes), IUCN, among others, “encourages research related to the conservation of nature and natural resources and disseminates information about such research” and “provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenario” (Article 3 (d) and (g) of IUCN’s Statutes). “In working towards the objectives outlined in Article 3 (g) of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold high standards of scientific work and other knowledge systems and will be free from undue influence or conflict of interest in this regard.” (Article 3bis of IUCN’s Statutes).

A legal analysis of knowledge and KP-related references in our Statutes is found in [Annex 2: Knowledge in the IUCN Statutes – rapid legal assessment](#).

Knowledge Products in IUCN Resolutions

Throughout the years, the Members' Assembly (i.e. Congress) has adopted many Resolutions and Recommendations that relate to KPs. Relevant Resolutions can be classified into two main categories: i.) Resolutions that provide general guidance for the development and sharing of KPs, and ii.) Resolutions that relate to specific KPs.

Out of the 37 Resolutions relating to KPs that were identified, 28 of them remain active, and 9 have been archived. A comprehensive list and information the status of implementation of these Resolutions are found in [Annex 3: List of IUCN Resolutions with references to Knowledge Products](#) and [Annex 4: Status of Implementation of relevant Resolutions](#), respectively. It is important to note that information on the status of implementation is not always available, as the online reporting via the Resolutions and Recommendations Platform was launched after the Jeju Congress in 2012. Furthermore, data can unfortunately also be scarce for some of the Resolutions, as activity and progress reports were not always submitted by Resolution focal points.

Council Decisions to implement the Resolutions

To implement the relevant Congress Resolutions, there are a number of Council Decisions since 2009. The relevant Council documents from 2009 onwards refer to a gap and reiterate the need to develop an overarching knowledge management policy and strategy:

- 1) [C/74/19 Jun 2010](#) - Endorses the proposed IUCN Framework of Principles for Managing Biodiversity Conservation Data and Information for implementation ([Annex 6](#))
- 2) [C77/14](#) - Adopts on an interim basis the Policy for Commercial Use of IUCN Biodiversity Data
- 3) [C78/23 Feb 2012](#) - Approves the IUCN Framework of Principles for Managing Biodiversity Conservation Data and Information ([Annex 14](#))
- 4) [C78/24 Feb 2012](#) - Approves the Policy for Commercial Use of IUCN Biodiversity Data ([Annex 15](#))
- 5) [C/82/13 Nov 2013](#) – Recognizes the data underlying the flagship knowledge products mobilized through IUCN
- 6) [C/83/21 May 2014](#) – Requests the review of the naming and governance of IUCN Knowledge Products ([Agenda Item 10.2.2](#))
- 7) [C/85/29 May 2015](#) – Requests the review of the naming and governance of IUCN knowledge products ([Background document Agenda Item 5.2.2.2](#))
- 8) [C/87/20 Oct 2015](#) – Notes the development of the Natural Resource Governance Framework (NRGF) ([Agenda Item 6.2.3.2](#))
- 9) [C/87/21 Oct 2015](#) – Notes the progress on the development of the People in Nature ([Agenda Item 6.2.3.2](#))

The Council 2008-2012 decisions repeatedly refer to the following four Congress Resolutions: [WCC-2000-Res-023](#), [WCC-2004-Res-085](#), [WCC-2008-Res-012](#), and [WCC-2008-Res-102](#), and the Council 2012-2016 decisions are basically the continuation of the efforts to develop the governance of KPs.

[Council document C87/6.2.3.2 \(2015\)](#) is the last documentation coming through Council and its Programme and Policy Committee (PPC), and the issue of KPs was not on the agenda during the Council 2016-21.

In general, the Council 2008-12 adopted policy dealing with specific aspects related to biodiversity data and Council 2012-16 saw the beginning of the implementation of the Congress request for an overall strategy/policy for knowledge management – which Council 2016-21 did not continue any further for a reason unknown.

Chapter 2. Knowledge Products: overview

For ease of readability, the full descriptions of all identified IUCN KPs are found in [Annex 5: Knowledge Products – Detailed descriptions](#). The list is by no means exhaustive. For each KP, the table in Annex 5 includes detailed descriptions of: governance arrangements, work processes and management, legal status, usage, estimated costs of implementation, required improvements and estimated cost of those improvements. The descriptions are in no particular order.

It is important to note that the term “knowledge product” has never been explicitly defined and as such, historically, the term has been used in a non-consistent manner, as a “catchall” term. Some KPs are referred to as products that are based on IUCN standards approved by IUCN’s governance bodies, however, this definition has not been applied consistently.

The governance and legal arrangements, as well as the work processes and management of IUCN KPs vary significantly from one another. Similarly, on the financial side, the cost of maintenance and the envisaged improvement areas and their respective costs likewise vary.

Note: The term “**knowledge product**” seems to have begun in earnest in around 2004, when it was used throughout a “knowledge management study” (full study available [here](#) and executive summary [here](#)) commissioned by IUCN in response to external reviews of IUCN from [1999](#) and [2003](#) and the [interactive sessions at the World Conservation Congress in Amman \(2000\)](#) and the [2003 Consultative Group on Commissions](#).

It is believed that the first time the concept of knowledge products based on IUCN standards is put into the formal scientific record is in: *Thomas M. Brooks, Stuart H.M. Butchart, Neil A. Cox, Melanie Heath, Craig Hilton-Taylor, Michael Hoffmann, Naomi Kingston, Jon Paul Rodríguez, Simon N. Stuart & Jane Smart (2015) Harnessing biodiversity and conservation knowledge products to track the Aichi Targets and Sustainable Development Goals, Biodiversity, 16:2-3, 157-174, DOI: 10.1080/14888386.2015.1075903*

As part of this strategic roadmap and its implementation, a Union-wide agreement on what constitutes a “knowledge product” may be required. This is aligned with feedback received from WCPA.

Typology of KP

This section provides a proposed typology of IUCN KPs, recognising the limitations stated above, i.e. a lack of an agreed definition of what constitutes a “knowledge product”. Existing KPs can be grouped around three categories³, as follows:

Knowledge Products for assessments based on IUCN ‘status based’ Standards (formerly “Datasets”)

These are global scale datasets and associated applications (actual or planned) with public facing ‘products’ (e.g. websites), whose core functionality is dependent on the application of an IUCN Standard, i.e. adopted by IUCN Council or Congress.

Knowledge Products to guide conservation action: tools that do not require an underpinning IUCN Standards (i.e. formerly “Tools” and “Guidelines”)

These are a series of authoritative public facing tools which: 1) provide access to global data sets but whose core functionality is not necessarily dependent on the application of an IUCN Standard; and/or 2) provide systematic methodologies for data collection, assessment and analysis but do not support global data sets nor are they underpinned by an IUCN Standard.

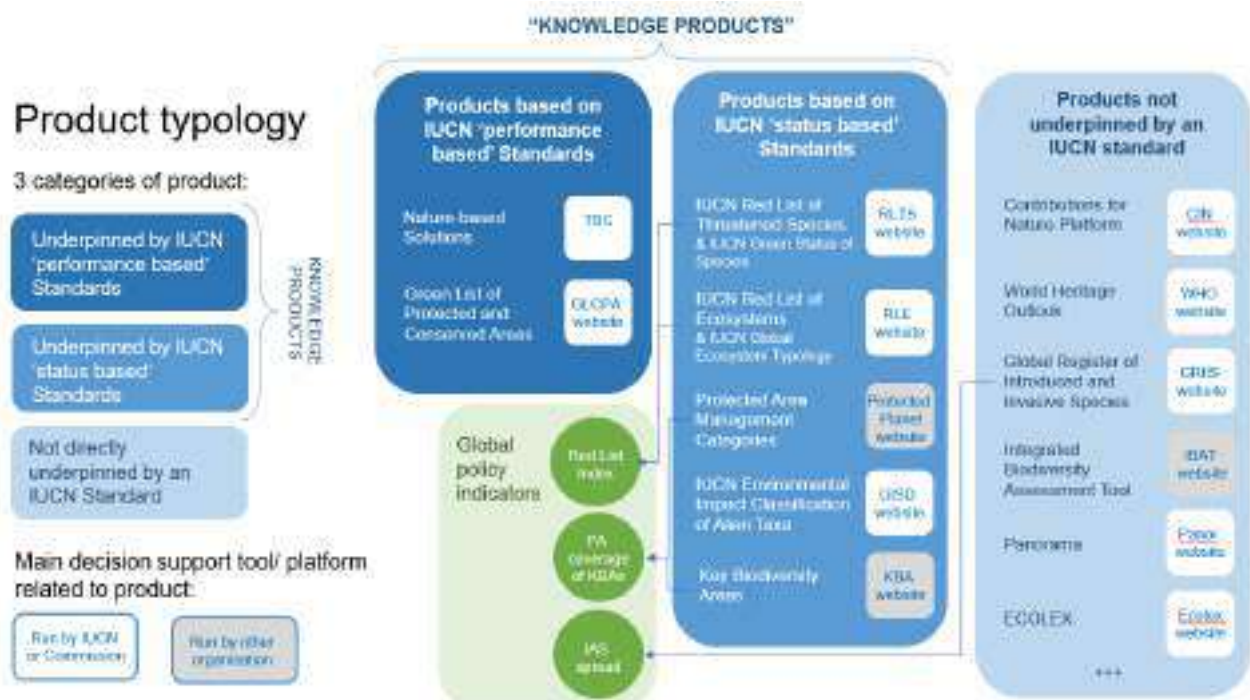
Knowledge Products for conservation assurance based on IUCN ‘performance based’ Standards

³ The titles used in the typology are provisional, to be refined

A methodology, set of requirements and/or criteria used for evaluations and assessments of level of compliance and quality. Standards are the main vehicle for certification schemes, created to provide assurance to third parties.

Applying this typology to a set of existing IUCN KPs (see [Annex 5](#) for full descriptions), the table below provides an overview of where various KPs would sit:

Knowledge Products for assessments based on IUCN 'status based' Standards	Knowledge Products to guide conservation action: tools that do not require an underpinning IUCN Standards	Knowledge Products for conservation assurance based on IUCN 'performance based' Standards
IUCN Red List of Threatened Species & Green Species Status (incl STAR metric)	Integrated Biodiversity Assessment Tool (IBAT)	Green List of Protected and Conserved Areas
IUCN Red List of Ecosystems & IUCN Global System Typology	World Heritage Outlook	IUCN Global Standard for Nature-based Solutions
Protected Areas Management Categories (Protected Planet)	Restoration Barometer	
Key Biodiversity Areas	ECOLEX	
IUCN Environmental Impact Classification of Alien Taxa	Contributions for Nature Platform	
	Global Register of Introduced and Invasive Species	
	Natural Resource Governance Framework	
	Urban Nature Index	



Chapter 3. Changing Landscape

Today, the world is changing rapidly. Technological development is changing at unprecedented rates. The biodiversity data landscape is likewise evolving rapidly. Two key emerging themes are:

- 1) An increasing array of remotely-sensed data products of relevance to biodiversity are available, often with global or near-global coverage, at very high resolution and at low cost. Combined with vastly improved computing power, this has enabled the development of global-scale high-resolution derived datasets such as forest condition indexes⁴ and broader “ecological integrity” indexes⁵. Many of these new datasets which are based on publicly funded remote-sensing are freely available, even for commercial use, driven by government “open data” policies.
- 2) Meta-databases based on species occurrence and/or abundance data like [GBIF](#) and [PREDICTS](#) have – at least partially – overcome early data quality control challenges, and so are an increasingly valuable source of ‘raw’ species data. This has enabled improved modelling of species distributions⁶ and of species responses to pressures⁷.

Some KPs have benefited from these developments – for example the Area of Habitat mapping that enabled the development of STAR, and the Global Ecosystem Typology that is fundamental for the Red List of Ecosystems were both dependent on the ability to perform global scale analyses of remote-sensed data. IUCN KPs always strive to use best available technologies, however, often times due to lack of predictable and stable funding, IUCN is unable to harness these technological developments.

In 2021, recognising the funding gaps of IUCN, the Secretariat worked closely with the Secretariat of the Global Environment Facility (GEF) to secure short and middle term funding to deliver critical improvement to The IUCN Red List for Threatened Species. The Secretariat successfully secured the *2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project*. The project incorporates an output on scoping the application of “knowledge frontiers” for reducing the cost and increasing robustness and speed per unit assessment in generation of KPs, building from [an initial review](#) during the 2021 Congress. Some of these “knowledge frontiers” are also already being explored or applied in generation of KPs.

In addition to remote sensing and meta-databases, other examples of innovative technologies utilised in this space include:

- Artificial intelligence (AI)
- Modelling (possibilities currently under review [through academic collaboration](#))
- Genetics and genomics (options being explored through collaboration with NatureMetrics in [eBioAtlas](#))

⁴ Hansen, A., Barnett, K., Jantz, P., Phillips, L., Goetz, S.J., Hansen, M., Venter, O., Watson, J.E.M., Burns, P., Atkinson, S., Rodríguez-Buritica, S., Ervin, J., Virnig, A., Supples, C. & De Camargo, R. (2019) Global humid tropics forest structural condition and forest structural integrity maps. *Scientific Data* 6: 232.

⁵ Beyer, H.L., Venter, O., Grantham, H.S. & Watson, J.E.M. (2020) Substantial losses in ecoregion intactness highlight urgency of globally coordinated action. *Conservation Letters* 13.

⁶ Hoskins, A.J., Harwood, T.D., Ware, C., Williams, K.J., Perry, J.J., Ota, N., Croft, J.R., Yeates, D.K., Jetz, W., Golebiewski, M., Purvis, A., Robertson, T. & Ferrier, S. (2020) BILBI: Supporting global biodiversity assessment through high-resolution macroecological modelling. *Environmental Modelling & Software* 132: 104806.

⁷ Schipper, A.M., Hilbers, J.P., Meijer, J.R., Antão, L.H., Benítez-López, A., Jonge, M.M.J., Leemans, L.H., Scheper, E., Alkemade, R., Doelman, J.C., Mylius, S., Stehfest, E., Vuuren, D.P., Zeist, W. & Huijbregts, M.A.J. (2020) Projecting terrestrial biodiversity intactness with GLOBIO 4. *Global Change Biology* 26: 760–771.

- Application of cost models for delivery of conservation opportunities identified using STAR, in collaboration with [Arizona State University Center for Biodiversity Outcomes](#)
- Indigenous & Local Knowledge (mechanisms for application in assessments for both IUCN Red List of Threatened Species and Key Biodiversity Areas already established)
- National-Global linkage (already in place through SISconnect tool for linking national Red Lists with the IUCN Red List of Threatened Species)
- Citizen Science
- Social Media

Development of tools like eDNA-based assessment, citizen science portals (e.g., eBird) and improved big data / machine learning (“AI”) approaches are likely to drive further innovation and rapid progress in availability of biodiversity data.

Through IBAT, multiple agreements are under development for use of IUCN KPs for investor decision-making, including through rating agencies. IBAT is a web-based map and reporting tool that provides fast, easy and integrated access to critical biodiversity information. It is an alliance between IUCN Members BirdLife International and Conservation International, IUCN and UNEP-WCMC. It is an increasingly important interface between conservation and the private sector and is the only place where commercial users can access the World Database on Protected Areas, the World Database of Key Biodiversity Areas, the IUCN Red List of Threatened Species and Species Threat Abatement and Recovery (STAR) metric. **IBAT aims to provide the best available biodiversity data to the private sector and to generate income that can be reinvested into the maintenance and updating of the underlying data sets.**

In addition to the availability of data, there is also increased development of biodiversity data providers and portals seeking to make biodiversity data available to users in useful ways. Please refer to the [Strategic Review](#), compares the IBAT portal that provides access to IUCN KPs with three other portals: [Global Forest Watch](#) (GFW), [NatureMap](#) and [EarthMap](#). The three other portals differ in focus, but all provide biodiversity data integrated with contextual data layers on the living and non-living environment, which is a key demand of end users and which IBAT does not currently do. Of these portals, GFW is the only one which, like IBAT, provides business-focused tools, webservices for easy integration into internal business processes and clear commercial licensing.

New users of biodiversity knowledge and data

The appetite for delivery of contributions to biodiversity outcomes, especially from the finance sector, has undergone a dramatic increase over the last year, with many specific commitments framed by initiatives such as Nature100, the Finance4Biodiversity Pledge, and fresh-out-of-the-oven Outcome Statement from Finance Day at the CBD COP15. Many of these contain high-level frameworks that identify the need for outcome metrics for biodiversity impacts, without specifying exactly how targets can be set and delivered.

Emerging requirements and frameworks for disclosure and reporting for companies, such as [Taskforce on Nature-related Financial Disclosure \(TNFD\)](#) and [SBTN](#), are expected to generate demand for the use of IUCN KPs. If the [Taskforce on Climate-related Financial Disclosure \(TCFD\)](#) (the climate equivalent) is any precedent, then a subset of national jurisdictions will adopt the TNFD reporting requirements as compulsory. Initial discussions with TNFD indicate that an IUCN KP-based transition pathway scoring system would be an appropriate mechanism for the finance sector to evaluate progress towards TNFD reporting delivery. Similarly, if SBTI is any indication of the future of SBTN, companies will increasingly see alignment with SBTN as a key factor in market positioning and will engage actively.

In addition to these processes, with which IUCN is actively involved in negotiation around use of KPs, other disclosure frameworks such as the Carbon Disclosure Project are looking to use IUCN KPs for their biodiversity-related reporting tools.

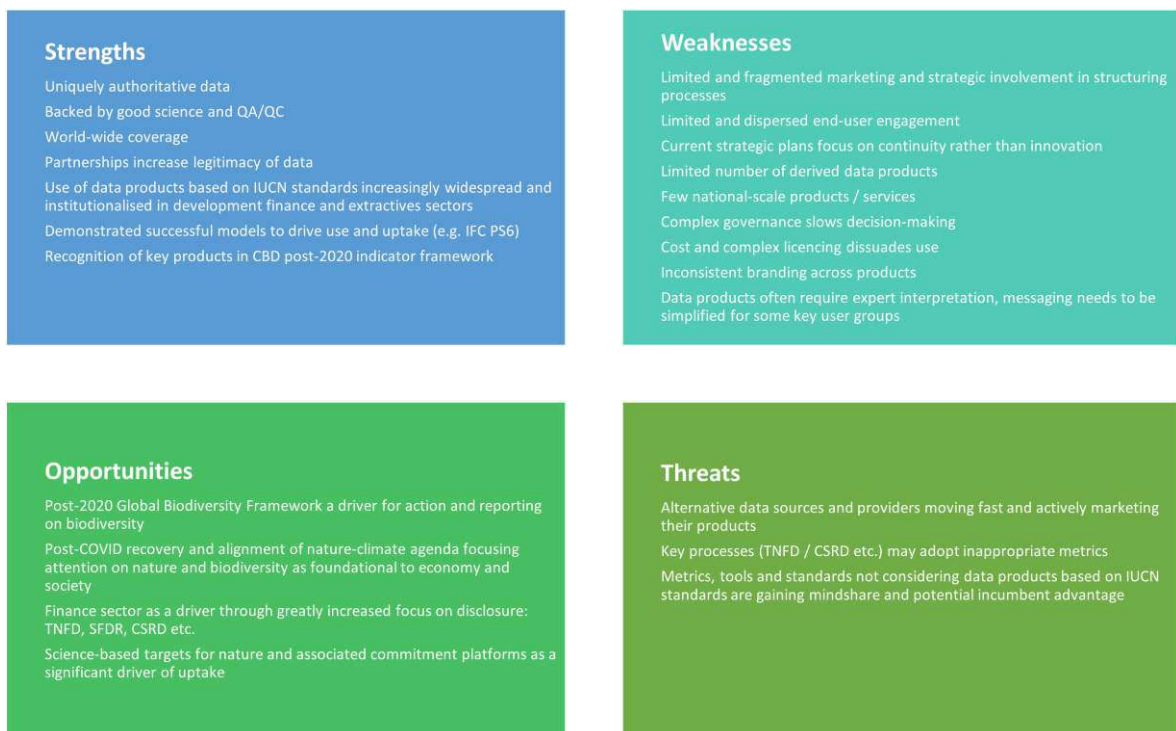
Analysing the current and potential impact of IUCN KP

A key objective of the 2021 Strategic Review was to understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of IUCN KPs. The Review focused on a selection of IUCN KPs, namely: the IUCN Red List of Threatened Species, IUCN Red List of Ecosystems, IUCN Green List of Protected and Conserved Areas, IUCN Green Status of Species, IUCN Global Invasive Species Database, World Database on Key Biodiversity Areas, and World Database on Protected Areas/Protected Planet – and the metrics (e.g. Species Threat Abatement & Restoration metric), indicators (e.g. Red List Index), and tools (e.g., Integrated Biodiversity Assessment Tool) derived from these.

The Review found that while KPs already contribute to improved decision-making and positive outcomes for biodiversity, there are significant areas of improvement that should be considered in the development of a Union wide strategy. The most comprehensive analysis of use by national governments was by McCay & Lacher (2021)⁸, who found the Red List of Threatened Species to be used in 189 of 234 National Biodiversity Strategies & Action Plans.

However, more generally, the Strategic Review suggests that there are relatively poor linkages between national and global level biodiversity data, meaning IUCN KPs are less relevant and useful for government and state end-users. Other weaknesses include: limited and fragmented marketing and strategic involvement in structuring processes, limited and dispersed end-user engagement, current strategic plans focus on continuity rather than on innovation, limited number of derived data products, few national-scale products/services, complex governance slowing decision-making, cost

Figure 2: SWOT summary of Strategic Review findings



⁸ McCay & Lacher (2021) “National level use of International Union for Conservation of Nature knowledge products in American National Biodiversity Strategies and Action Plans and National Reports to the Convention on Biological Diversity” Conservation Letters

and complex licensing dissuades use, inconsistent branding across products, data products often require expert interpretation, i.e. messaging needs to be simplified for some key user groups.

Figure 2 above provides an overview of the current Strengths, Weaknesses, Opportunities and Threats (SWOT) of IUCN KPs.

Opportunities

Four major opportunities for increased uptake and conservation impact from KPs were identified:

- 1) Use by private sector for assessment of biodiversity impacts and opportunities in their value chains, setting science-based biodiversity targets, and for corporate reporting and disclosure. This is a rapidly growing area of private sector use of biodiversity data, and data products based on IUCN standards are not yet embedded in standard practices or approaches. Services from IBAT currently focus on assessing site-based risks and impacts, rather than corporate, portfolio or supply chain / value chain assessment.
- 2) Use by finance sector for screening of investment portfolios for biodiversity opportunity and risk. This is a fast-moving field and one where derived datasets like STAR have significant potential to be adopted.
- 3) Increased use for risk screening and project design for agribusiness, forestry, and fisheries, where certification is the predominant sustainability approach, but there has in many cases been limited incorporation of data products based on IUCN Standards to date. So far, private sector uptake of IBAT-supplied data has been greatest in the development finance and large extractives sectors but remains limited elsewhere.
- 4) Increased use by governments for Strategic Environmental Assessment and systematic conservation planning, particularly for integrating national biodiversity and climate strategies. The potential for countries to make quantified 'national voluntary contributions' under the newly adopted Kunming-Montreal Global Biodiversity Framework along the lines of Nationally Determined Contributions (NDCs) under UNFCCC, could be a key driver for use of data products based on IUCN standards such as STAR derived from the IUCN Red List of Threatened Species, and potential similar metrics which could be derived from the Red List of Ecosystems.

Challenges and potential responses

While these opportunities exist, uptake of IUCN KPs will not be automatic. Today, there are several existing processes not currently integrating IUCN KPs, due to one or more of: 1) perceived complex licensing, 2) availability of free or lower-cost alternatives that are perceived as 'good enough', 3) unwillingness on the part of some standard setters to require companies to use non-free data, 4) lack of understanding or awareness of the value of IUCN KPs or 5) for national governments, a (perceived) lack of directly relevant tools.

To capitalise on the opportunity presented by increased awareness of and ambition for biodiversity will therefore require proactively addressing these perceived barriers. Five major potential components of a strategy to address these challenges are identified below (Figure 3).

Finally, it is worth noting that a very novel emerging challenge is that non-living attributes of nature such as water and air quality are starting to be used as a proxy en lieu of a more comprehensive framing of nature-related measurements, excluding biodiversity. If adopted globally, this would present a major challenge to the conservation community and to the delivery of the IUCN mission.

Figure 3: Five potential components of a strategy to address barriers to uptake and achieve growth



Chapter 4. Financial challenges and opportunities

Total expenses today and required funding for the different examined scenarios

The development and maintenance of KPs requires different types of activities which can be grouped as follows: a) collecting the data needed to produce the different KPs; b) processing and transforming the data; c) managing the data; d) publicising the KPs; and e) distributing KPs to target users.

These activities allow for the maintenance of the status quo and thus simply maintaining data relatively up to date. The status quo can also be extended to, for example, new species, new geographies, or new categories of data and knowledge. This can be done by using existing technologies or by improving and actualising the technological basis of existing operations. Examples of such actualisation with regard to the Red List cluster of KPs are the use of information from Earth Observation or analysis of gene fragments in a given space in order to enrich data, enable more efficient and cost-effective data generation and go beyond direct species observation. Finally, the integration of different KPs with each other or applying them to new and different parameters would expand the range of use of KPs and increase their usefulness for specific categories of users. These new and different parameters can include socio-economic studies and spatial data amongst other. Improving and integrating existing KPs and applying them into socio-economic studies would enable innovative, fit-for-purpose and demand-driven use of IUCN KPs.

The costs of these different objectives of a strategy for KPs – maintenance, actualisation and integration – differ across the different KPs and have not yet been studied in detail. Based on available information to date, Table 1 (below) provides a summary of cost estimates. **Note: for further context on the derived estimates, please refer to Annex 5: Knowledge products – detailed descriptions.**

Simply maintaining the current state of the KPs requires annual expenditures of more than CHF4 million per annum; and this does not include the true costs of implementing, for example, the KPs under the “Products based on IUCN ‘performance based’ Standards” category as prescribed in the typology above. Improving the KPs even partially – by, for instance, expanding their reach, applying modern technology to enable more automated screening methods, and essentially responding to the external changing landscape – and without a holistic overall strategy in place, involves annual costs of at least CHF 9 million per annum. This assessment does not include the in-kind contributions and investments of partners and IUCN Members and Commissions.

The annual costs of a fully integrated system, that links and pulls data from the various KPs into user-friendly and fit-for-purpose tools are currently unknown. A preliminary estimate is at 20 million per annum; further analysis is required.

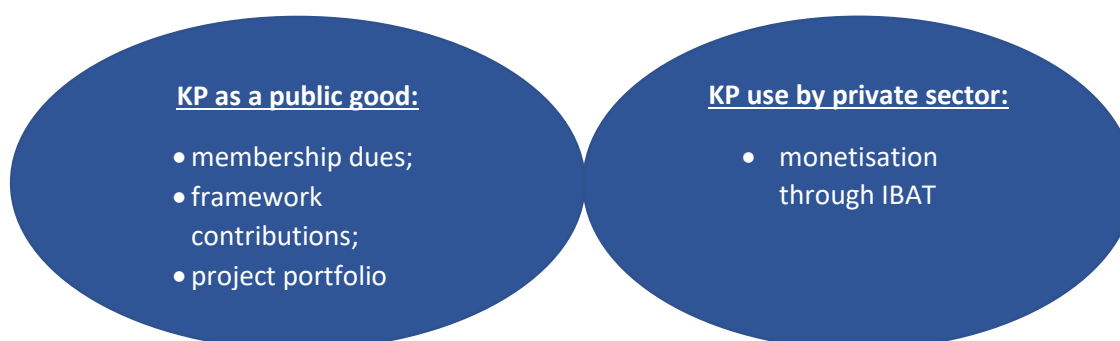
Table 1: Estimated Costs of KP for maintenance, Actualisation and Integration

KP	Maintenance today, CHF per annum	Maintenance true costs, CHF per annum	Partially actualised, CHF per annum	Integration, CHF per annum
Red List of Threatened Species	750 k	1.2 m	1.6 m	
RL Index	50 k		270 k	
STAR	50 k		400 k	
Red List of Ecosystems	70 k		250 k up to 17 m	
Green List	300-500 k	1.25 m	2.5 m	
KBA	50 k		1.9 m	

			up to 19.5m	
Conservation Categories			100 k	
Protected Planet	0.9 m			
WH Outlook	0.6 m			
NR Governance Framework			0.4 m	
Total	4 million per annum		9 million per annum	20 million per annum

Sources of income today

In principle, the costs of maintaining KPs can be covered by four types of income related to two different understandings of KPs.



Financing a public good

Currently, membership dues are insufficient to cover all priority activities of the Union as defined in Article 3 of the Statutes, including the maintenance of knowledge products under Article 3g.

Framework partners' funds are made available to the Union to support the management of the Union's portfolio of projects through which we implement the Programme and thus it is not intended to finance KPs. Nevertheless, today, a small amount of funds is allocated to KPs, which varies from year to year but in recent years has been between CHF250,000 to 500,000.

A substantial portion of the expenses incurred by the Secretariat in managing the KPs is currently covered by the project portfolio, as shown in the table below. It is important to note that the annotated uplifts are produced by aggregating "KP-related" expenditures. Currently, it is not possible to analyse these expenditures in more detail. However, it can be assumed that only a part is invested in the maintenance of KPs, discounting the KP system, while other parts are related to the utilisation of KPs in specific projects.

Sample of KPs	2017	2018	2019	2020
RL species assessments	3'268'000	3'300'000	3'945'500	2'416'000
RL of Ecosystems	250'000	200'000	250'000	180'000
Protected Planet	190'000	945'000	2'060'500	1'906'500
KBA's	460'000	470'000	380'000	405'000
GL (over the full period)				2'170'000

KP use by private sector: Monetisation Approach

“Monetisation” of some KPs has been taking place since 2007 through IBAT, meaning allowing users to use KPs for commercial purposes. After covering the operational costs of the consortium behind IBAT (IUCN, 2 IUCN Members and UNEP-WCMC), the amounts available to IUCN are limited.

Year	Amount in CHF
2017/18	270'000
2019	250'000
2020	320'000
2021	190'000
2022 estimate	260'000

IBAT's current monetisation strategy

There are 3 key aspects of the IBAT's monetisation strategy – IBAT subscriptions, PAYG, and the IBAT Inside approach (based on Application Programming Interface (API)), all of which are growing rapidly. Subscription and PAYG are aimed at growth in 3 focal sectors as defined in the strategy – direct physical impact, finance, food and soft commodity production. The IBAT Inside approach involves revenue sharing agreements predominantly with ESG Data Providers and the finance sector. These have the possibility to both considerably expand the reach of IBAT, and provide significant revenue, although all are in early stages of development. However, the IBAT Inside approach extends beyond just Finance and ESG Data Providers, to NGOs like WWF and a variety of other tool providers, like Vizzuality, NGIS, Space Intelligence and various carbon reporting platforms.

IBAT currently generates between CHF111k and CHF140k (or USD\$120k and \$150k) annually, used to support the IUCN Red List of Threatened Species. IBAT achieved exceptional growth in revenue of ~37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat and the functionality of the platform. By 2027, IBAT aims to invest a minimum of CHF927k (USD\$1 million) annually to the IUCN Red List and a minimum of CHF230 (USD\$250k) by 2024.

For more information on the IBAT Strategy 2022-2027, please refer to [Annex 6: IBAT Strategy 2022-2027 Executive Summary](#).

Potential sources of income for future development

To operationalise and finance a KP strategy, IUCN will have to refine a clear and compelling value proposition resonating to the different donor groups. Starting point should be the fact that IUCN is an effective organisation with a clear niche and an ability to produce science-based knowledge to help manage critical environmental challenges, convene, build trust and foster action amongst diverse stakeholders.

Regardless of the level of ambition that will be decided in an IUCN KP strategy, it is important that funding:

- Is constant and predictable so that scientific work can be planned for the medium and long term;
- Is transparently and stably dedicated to supporting the KPs and the scientific work to produce them; and
- Consider the needs of the various components of the Union.

Financing a public good

If KPs are considered public goods and their free access to users is generally guaranteed, then the costs of maintaining, updating and supplementing them must be borne by members of the Union itself through increased contributions. Otherwise, the necessary financial resources must be either raised from public actors or philanthropic organisations.

It is important to note that States and other public entities are more likely to participate in funding KPs collectively, as a "voluntary coalition", rather than individually. The decision to support KPs will need to be situated in the context of public responsibilities to global agreements, such as the newly adopted Kunming-Montreal Global Biodiversity Framework. States and other stakeholders are increasingly seeking innovative solutions that are up to par with the rapidly changing landscape.

Philanthropy (foundations, High Net Worth Individuals, namely through the 'Patrons of Nature' programme, and individual giving) has potential for mobilising resources for the IUCN KPs. Each subset of prospects requires a different engagement strategy and Unique Selling Proposition. Partnerships with Foundations and Patrons of Nature are particularly valuable as they often disburse funds with less restrictions than public sector donors and are able to take greater risks. They are also often strong communicators and networkers who can raise the profile of nature-related issues.

There is also potential to enhance IUCN's engagement with broader **individual giving** as a way to mobilise unrestricted or restricted funding from households, for example by building short campaigns around the releases of the IUCN Red List of Threatened Species.

Monetisation Approach

A monetisation of KPs has so far been considered possible and useful as a contribution to covering costs in cases where the user is private and uses them as part of its commercial operations. The data and information related to KPs must be fit-for-purpose in order to be utilised, i.e. in forms appropriate to the users' purposes and modes of operation (in other words, driven by demand).

IBAT achieved exceptional growth in revenue of 37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat and the functionality of the platform. As noted in the section above, by 2027, IBAT aims to invest a minimum of USD1million in the Red List of Threatened Species. This value can probably be increased within the framework for a Union-wide strategy for KPs.

Payments for services based on IUCN knowledge and KP

As noted above, IUCN currently funds KPs predominantly through the portfolio of projects. This includes funding for Commissions (e.g. to remunerate SSC experts for undertaking Red List assessments⁹).

This approach can be improved. The use of KPs in IUCN projects should become the rule and their remuneration should be provided for as frequently as possible. This is both in the cases where KPs are used as tools in the creation, management and evaluation of a given project and in cases where the use of KPs is the very purpose of the project.

⁹ A small sample of examples includes:

Expert in Benin – paid USD \$4,345 – to undertake 139 freshwater fish Red List Assessments in Western Africa (2019)

Expert in Russia – paid USD \$8,000 – to undertake 261 of freshwater fish Red List Assessments in Russia (2020)

EUR 3,000 to undertake 10 Red List assessment for European Cetacean species – SSC Cetacean SG Expert

EUR 8,000 to undertake 83 Red List assessment for European Amphibian species – SSC Amphibian Expert

EUR 181,800 to do 2,000 Red List assessment for European moth species – SSC Butterfly SG Expert (to an SSC expert, and their team via their institution)

Chapter 5. Steps towards a stronger role of IUCN as data and knowledge provider

Clarifying IUCN knowledge strategy

As noted earlier in this document, due to IUCN's ways of working and organic growth in the past, most KPs have been developed independently and do not necessarily "speak to each other". This fragmented approach was also reinforced by the previous structure of the Secretariat and by the lack of a clear approach to knowledge management and the related tools.

The Knowledge Management and Library Team (KM&L Team) established in 2021 under the Centre for Science and Data and is intended to: 1) define and streamline Knowledge Management (KM) across IUCN and 2) improve IUCN's approach to capturing, organising and promoting its knowledge and expertise¹⁰. **This presents an opportunity to enhance KM across IUCN share and promote knowledge and KPs within and beyond the Union.** The KM&L team pursue the following objectives:

- Make effective use of the knowledge we generate to improve our performance, integrating it into IUCN Programme and portfolio in a continuous learning loop;
- Increase accessibility to, utility and therefore uptake of IUCN-generated knowledge and data within and beyond the Union;
- Where appropriate, market knowledge to external audiences.

Being hosted within the same Centre that maintains KPs, the KM&L team can play a crucial role in managing, consolidating and packaging knowledge to increase opportunities for uptake and impact; as well as potentially increasing revenues from users particularly in the private and finance sectors.

What are the required next key steps?

- a. Defining *Knowledge Management* in IUCN (the "**what?**"). A definition should:
 - Make clear reference to IUCN mission;
 - Refer to the conscious endeavour to collect, organise, consolidate, preserve and share knowledge systematically and comprehensively – and market it where opportunities to increase uptake, maximise impact and generate revenues exist;
 - Refer to the need to make data, information and knowledge accessible to all relevant audiences and potential users;
 - Refer to both behaviours and practices that support and promote learning, knowledge flows, sharing and uptake as well as processes, systems and tools for data and information organisation and management.
- b. KM within IUCN should pursue the following objectives (the "**why?**")
 - Internally, ensure quality, coherence and consistency across IUCN in KM and within functions that enable it to support IUCN to improve its effectiveness, performance and results as well as preserve institutional memory;
 - Externally, facilitate and support the use and exchange of knowledge across the conservation community, decision makers and the private sector to influence and change behaviours, practices, policies – including through successfully marketing knowledge based on IUCN data and standards;

¹⁰ The Statutory basis for the work of the KM&L Team is that IUCN "provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenarios" (para 3g).

- Facilitate broader uptake and conservation impact in line with IUCN Mission, whilst generating new resources and funding streams.
- c. For effective KM, key target beneficiaries (the “*whom?*”) need to be clearly defined (internally and externally) as well as key partnerships and collaborations (the “*with whom?*”) – within and beyond IUCN:
- Engagement with IUCN constituencies (both as users and collaborators/key partners for knowledge creation and dissemination)
 - Key external audiences include Government agencies (Members and potential Members), corporate actors – with a focus on strategic sectors such agriculture/fisheries/forestry and food system supply chains, extractives, energy and renewables and infrastructure, and the finance sector.

Measures to strengthen knowledge management in IUCN

The proposed next step in the development of a KM strategy would be to define the “how” of its implementation across the institution. Key initial considerations include:

- The Secretariat has been providing the IUCN ISBN publishing process, including the maintenance of the IUCN Editorial Board (peer review assurance for Union-wide publications). To improve the impact, quality and uptake of IUCN publications a business plan will be established to guarantee financial viability for the publication work whilst maintaining IUCN as an open access publishing provider.
- In addition to maintaining the IUCN Library, another key development will be exploring opportunities for the funding and launch of the new Digital Library – in collaboration with GSIG; this work will also encompass other well-established web-based information and collection management systems such as ECOLEX and WILDLEX.
- The coherence and consistency in Programme communications and outreach need to be increased. There is a strong need for synchronising internal communications across the portfolio, as well as external communications and campaigns.
- Programme MEL will work in tandem with and with functional reporting lines to Programme Performance Monitoring and Evaluation Unit (PPME), to promote the establishment and uptake of MEL processes across the portfolio, systems and tools consistent with PPME guidance – including contributing to the generation of new portfolio-based learning and the use of learning for adaptive management;
- To promote interactive knowledge sharing, learning and replication of best practice solutions for people and nature, the Secretariat can build upon and scale up successful initiatives such PANORAMA – Solutions for a Healthy Planet, the World Heritage Outlook and Leadership Programme, or the ELC Learning Platform.

The financial viability of the KM strategy needs:

- initial investment to finalising and operationalising the KM strategy and capacitate the teams involved;
- Including the true costs for IUCN KM services into projects from the outset – communications, MEL, publications and access to/use of learning platforms and initiatives amongst other.
- Seek donors – including “less-conventional” donors – with an interest in supporting and funding KM related activities and initiatives;
- Develop marketing approaches to recover costs of the knowledge generation

A strategy for the data related cluster around the Red List of Threatened Species

The Red List of Threatened Species are a mature tool and rely on a strong partnership with a number of organisations well codified in the RL Partnership Agreement. The renewal of this agreement is currently underway and almost completed. There is no need to make major changes to existing structures, but rather improve the financing of the instrument and lay the ground for technical actualisation and integration with other sources of information.

The level of funding required to achieve these goals as well as the different opportunities to get there were analysed in Chapter 5 above.

Public Funding

In continuation of IUCN's tradition and considering the decisions made by the various Congresses over the past decades, it seems obvious that the first approach to sustaining KPs is to collaborate with the public sector with the goal of creating an alliance of states ready to provide sufficient and stable funding for KPs for the coming years. To the extent possible, this alliance could be complemented by funding from institutions of private philanthropy. The Strategic Partnership Unit (SPU) of the Secretariat is tasked with implementing this approach as soon as the new Agreement is finalised.

Cost recovery from the project portfolio

As previously explained, today, KPs are not systematically used in projects managed by the IUCN Secretariat. This use must become much more frequent and be at the same time a specific feature in IUCN's profile (unique selling point or value proposition) both when in the role of implementing and executing. At the same time, it must be ensured that the use of data and KPs is adequately reflected in the remuneration of projects.

Cost recovery from the private sector through IBAT

The analysis of IUCN's current and potential use of KPs presented in the previous chapter reveals a number of new opportunities for the use of the Red List of Threatened Species and for generating revenue to devote to the production and development of KPs. IBAT is the tool that IUCN – along with its Members CI and Birdlife International, and UNEP-WCMC – has created in 2007 to monetise IUCN KPs. This tool seems to have the potential to take advantage of these opportunities. The Secretariat would like to improve its presence and also strategic support for the work of the IBAT team to accelerate its growth and development.

Technology and science developments

The Science and Data Centre has a mandate to explore the potential of technological changes and scientific advances to improve and actualise existing KPs as presented in Chapter 4. As noted above, initial funding for this work has been made available by the GEF. It is worth noting that the innovation element (See Chapter 4 above) was what secured the project; simply funding the maintenance of the status quo was not of interest to the GEF, not least due to its funding model.

A strategy for the existing and future 'performance-based' standards

Current use of the standards

Currently there is no single established framework for how IUCN Standards (herein 'Standards') should be used or governed, nor a clear pathway for their future development. IUCN currently lacks a consistent framework to oversee the review of and changes to current Standards. Some Standards in which IUCN played the instrumental role during the conceptualisation and developmental stage – notably the [Aluminium Stewardship Initiative](#) – are now completely dissociated from IUCN in terms of oversight and control. ASI has issued almost 160 certificates and has an annual operating budget of AUD1.1 million.

Strictly speaking, there are seven formal IUCN Standards that are associated with IUCN KPs. In line with the proposed typology in this document, five of these can be considered as standards for the compilation and collation of global-scale data sets (or “Knowledge products based on IUCN ‘status based’ Standards) and are primarily intended to ensure coherency, consistency and scientific rigour in assessment and categorisation. Those are:

- The IUCN Red List Categories and Criteria (v3.1)
- The IUCN Red List of Ecosystems (the *de facto* Standard being embedded into the broader knowledge product)
- The IUCN Protected Areas Categories
- Global Standard for the Identification of Key Biodiversity Areas (v1.0)
- The Environmental Impact Classification for Alien Taxa

In line with the proposed typology, there are two other standards that are principally designed for benchmarking the quality of conservation interventions at site or network level. Unlike those listed above, neither of these Standards currently underpin a global-scale data set (although in theory, over time, they could) but rather are intended to provide assurance concerning the quality of conservation actions (i.e. “Knowledge products based on IUCN ‘performance based’ Standards”). They are:

- a) The IUCN Green List of Protected and Conserved Areas: Standard (v1.1)
- b) The IUCN Global Standard for Nature based Solutions

Further developing the use of ‘performance-based’ Standards

The further development of the standards in order to help better position IUCN as a knowledge and data provider can be considered from two perspectives; the first is to ensure that any changes to the content of the Standards is properly and consistently governed (particularly who is authorised to approve such changes), that they are transparent and clearly communicated to users and that they are part of a scheduled periodic review cycle (in other words predictable rather than *ad hoc*). To a large extent the governance of the seven standards that underpin IUCN KPs are well understood although they do not operate to a consistent framework and some anomalies persist that might present risks to IUCN. This could be resolved with a meta-review of IUCN led by the Secretariat and Commissions with recommendations to be presented and approved by Council. Such a review could also establish a benchmark process for how proposals for new Standards are considered, authorised and their development overseen – thus avoiding situations such as that described above for the Aluminium Stewardship Initiative. Greater alignment on how we manage our Standards for the compilation and collation of global data-sets would also help IUCN systematise procedures for ensuring that individual data-sets are sufficiently equipped to interact with one and another – an issue that has been highlighted for at least two decades but never fully resolved.

The second perspective, which the rest of this section will focus on, relates to the opportunities for expanding the uptake and use of those Standards explicitly designed to benchmark and assure the quality and credibility of conservation actions. As mentioned, IUCN has currently two formally approved Standards designed for this purpose; the Green List of Protected and Conserved Areas and the Global Standard for Nature-based Solutions. Both Standards can be used in three ways:

- a) ***As best-practice bench-marking tool for systems-level programme planning, policy development or fund development.*** The Standards’ criteria and indicators can serve as a useful framework to ensure that the structure/ architecture of third-party initiatives (state, private sector and NGO) have included all the necessary elements to deliver credible conservation outcomes. For example, a Protected Areas Authority could use the Green List Standard to broadly assess whether its protected areas network is aligned with best practice for management effectiveness. Equally a donor or investor could use the Global Standard for

NbS to assess whether a specific funding window or instrument designed to promote NbS actions is equipped to do so. There are examples of the two Standards already being used in this way – albeit in an *ad hoc* manner. A viable business model could be built around Service Level Agreements to provide advice and guidance to those agencies and investors who need to know whether their “systems” are adequately framed according to the Green List and NbS Standards.

- b) **As a single intervention project design/ management planning tool.** This is a variant of the “systems-level” application but applied to help screen and periodically assess the viability of individual interventions. The Green List has already been used to better frame management effectiveness measures included in protected areas management plans while the NbS standard has a self-assessment toolkit that has been incorporated into IUCN Academy training as well as being distributed to over 1800 users. In 2023, IUCN intends to develop NbS investment screening frameworks for both the private and public sector as well as produce specific guidance for how the Standard can be used within specific sectors / communities of practice. A viable business model could be built around an “over-the-counter” offer linked to PANORAMA, the Contributions for Nature Platform and the IUCN Academy. It could be supplemented by the execution of grant agreement to further develop NbS and Green List tools and guidance as a global public good.
- c) **As a verified assurance certificate.** There appears to be considerable interest from both public and private sector to acquire formal and independent assurance that their interventions meet or surpass quality benchmarks of performance that are aligned with both the Green List and NbS. The Green List already has a certification system up and running while certification models for NbS are currently being explored and pilots are scheduled to start in 2023. In both cases, the registry of certificates would be held by IUCN and IUCN would issue the certificates. The business model in the longer term would be an “over the counter” offer, but at the start-up phase, this would need to be largely supplemented through the execution of public and philanthropic grants – which is currently underway in both cases. The outcomes of the COPs of the three Rio Conventions in 2022 have increased the prospect that there will be a sufficient and sustained demand for both these certified products although the actual model of delivery will need to be tailored according to the market potential of each scheme. That is:
- For the Green List – while the current maximum market ceiling is around 280,000 sites, a more realistic figure that could be achieved prior to the next World Conservation Congress would be somewhere in range of 500 to 1000 (there are currently 77 sites Green List certified at the minute). One possible strategy is to target those sites that either possess globally significant iconic conservation values and/ or are important for national income generation through tourism (for example Rwanda is seeking to certify all its 4 National Parks by the end of 2024). This would be viable with the current structure of national EAGLs. However, in order to do this, it is urgent that the Green List develops a more rigorous pricing structure that lays the groundwork to move beyond grant-based cost recovery.
 - For Nature-based Solutions – there is potentially a major demand, especially given that there is now increasing demand to avoid “greenwashing” claims. While the actual size of the market is unknown, one estimate puts the current market value at USD 133 billion. The actual figure, however, that would qualify according to the NbS Standard is in all likelihood significantly lower. In order to accelerate the NbS certification process with a view to achieving 2000 certificates by the end of 2025, it has been decided to partner with existing certification schemes so that IUCN could

offer NbS certification on the back of other processes. This will give us deeper reach into the market and reduce our transaction costs.

In summary, there is also scope to look at the development of other IUCN Standards designed to benchmark the quality of conservation interventions. However – as illustrated by the case of the Aluminium Stewardship Initiative, this needs to be owned by the entire organisation and work within a structured development that ensures ownership and governance of both the Standard setting process and its introduction into the market remains clearly with IUCN. Possible candidates might include an Urban-Nature certification scheme and a Good Governance certification scheme building on earlier work of the Urban Nature Index and the Natural Resource Governance Framework. That said, the first priority must be to make sure that the two existing Standards designed for conservation action benchmarking transition to viable IUCN governed and administered certification schemes.

Relation with IUCN Programme

While the generation and dissemination of data and knowledge have always been an important facet of the IUCN Programme, the institution has struggled to systematically incorporate the use of IUCN knowledge across its portfolio of work. While IUCN generated-knowledge is deployed to track progress on several international agreements, including the Global Biodiversity Framework, the majority of the current portfolio is designed and implemented without any substantive reference to or use of our own knowledge products. This represents a major lost opportunity with respect to how IUCN profiles its knowledge as a unique selling proposition, not only in terms of resource mobilisation but, more generally, its overall value proposition. Better use of IUCN knowledge could improve the quality of programme and project design, the robustness of individual project's theory of change and the rigour of project monitoring, evaluation and reporting. There are three main benefits that justify a more systematic approach to the internal use of IUCN's knowledge and data:

- a) **As a shop window:** With a portfolio value of almost CHF 1 billion there is a unique opportunity to demonstrate what the systematic use of good conservation science looks like in practice and in doing so better position IUCN to market its knowledge products to other users.
- b) **As a living laboratory to explore and market-test new applications of IUCN knowledge products:** with the demand for conservation science and knowledge from non-traditional sectors now growing rapidly, a more proactive incorporation of our knowledge products into our portfolio would allow new applications to be explored and tested. It would enable IUCN to at least partially bypass one of the more persistent barriers to the development of new applications of knowledge – the sourcing of stand-alone R&D investments.
- c) **As an internal market that provides a reliable source of income:** While a more systematic and properly costed use of IUCN knowledge and data within the portfolio will not resolve all of the institution's resourcing challenge it could make a useful and reliable contribution. In particular, a reasonable internal charge would enable IUCN to begin to address some of the underinvestment in so-called back office functions such as recurrent data management requirements.

The changes put in place over the course of 2022 better position IUCN to implement such a course of action. There is now a dedicated Science and Data Centre that can systematically package a discrete set of internal offerings for incorporation into the IUCN project portfolio and work is already underway to establish a clear costing framework. More broadly, the Contributions for Nature platform has demonstrated how the standardised collation of data, filtered through an IUCN knowledge application (in this case the STAR metric) not only provides a valuable Union-wide service but more generally brings Members, Commissions and Secretariat around a common representation of the delivery of the Union's mission.

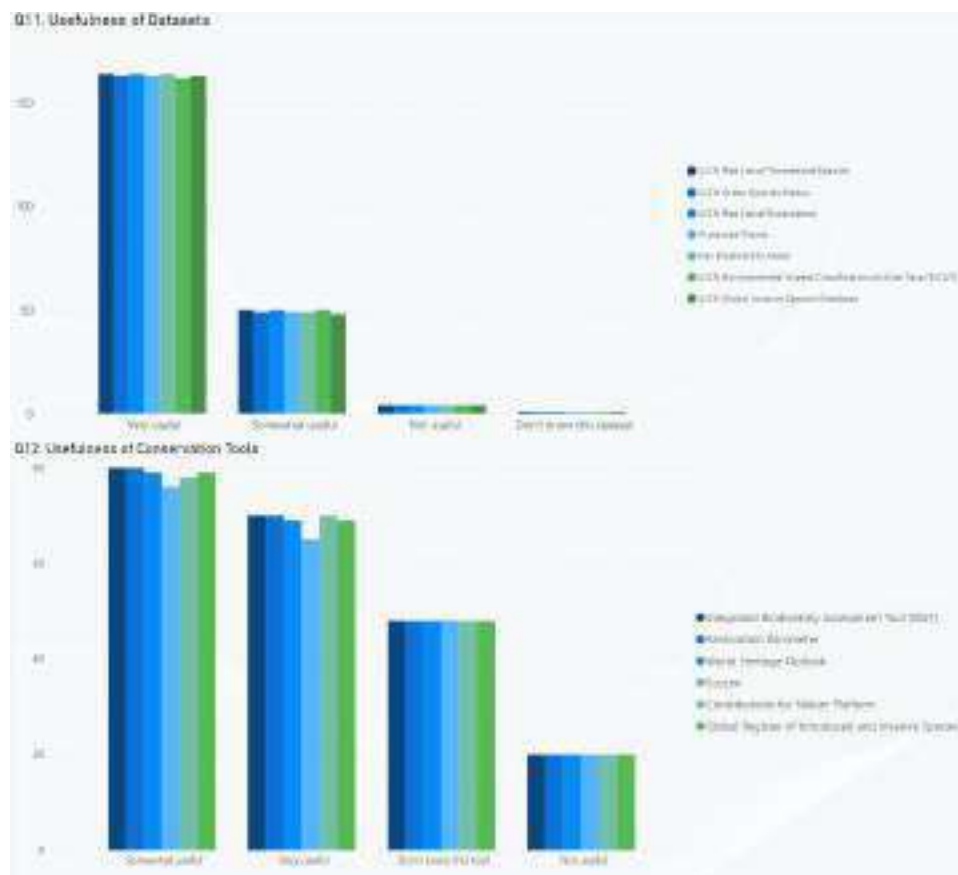
Union-wide consultation

As stated in the Introduction, given IUCN's knowledge and KPs are derived through Commissions, Members and the Secretariat, it is imperative that a Union-wide strategy has the buy in of all IUCN Constituencies. The work that is currently planned and proposed in this document is essentially an attempt to implement past Congress Resolutions. IUCN has had the remit given by Members to extend, systematise, improve and integrate IUCN's KPs and knowledge more generally for more than a decade. Building on this remit, it is recommended that any consultation on an IUCN KP strategy is aligned with the ongoing implementation of Congress Decision 147: Development of a 20-year strategic vision for the Union, which has a planned Union-wide consultation in 2023. Such a consultation can therefore be conducted on the back of the consultation on the 20-year strategic vision. A two-folded approach is envisaged: 1) through the new, soon-to-be-launched digital members zone IUCN Engage, supplemented by 2) regional engagement through National and Regional Committees. Having both a virtual and in person consultation would enable greater engagement and therefore buy-in. In addition, Regional Conservation Fora are expected to take place in 2024. They would provide excellent opportunities to engage Members to discuss and mobilise their involvement in IUCN's "knowledge products" and knowledge management more broadly.

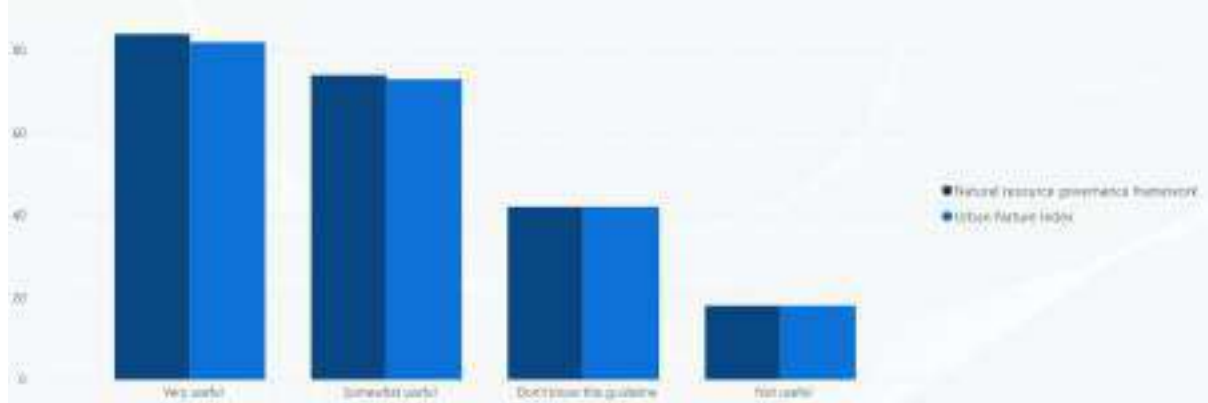
Annex 1: 2023 Annual Membership satisfaction survey – knowledge products results



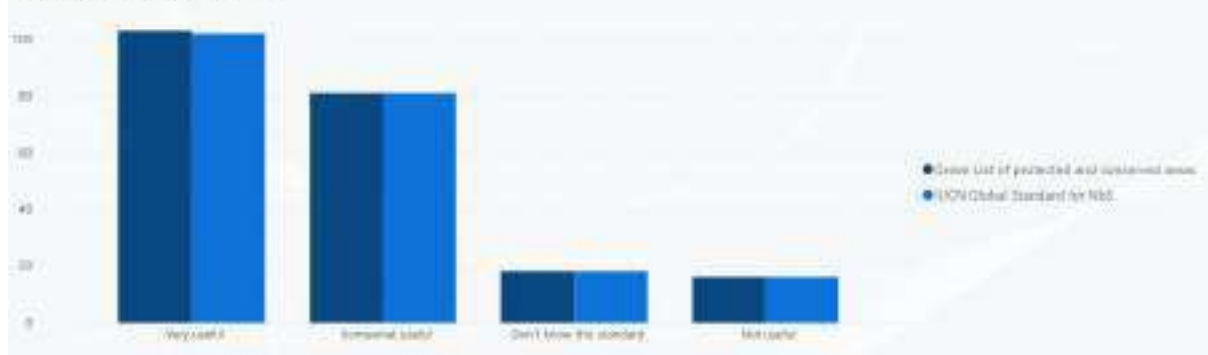
Please note that due to the timing of the survey, the questions followed the categories presented in the previous version of the typology.



Q13. Usefulness of IUCN Guidelines



Q14. Usefulness of IUCN Standards



Annex 2: Knowledge in IUCN Statutes – rapid legal assessment

The term “Knowledge Product” is neither referred to nor defined in IUCN’s statutory documents. There are, however, numerous references in the Statutes and Regulations to objectives, roles, mechanisms and activities of the various components of IUCN that are directly or indirectly related to what is currently understood as a Knowledge Product.

A few highlights include the following:

IUCN as a whole

IUCN’s role in providing scientific and authoritative information, including in its objectives and means of achieving such objectives (article 2, 3 (d) and (g) and bis of IUCN’s Statutes) and the description of the activities of the Union defined in an integrated programme (Regulations 2 (b), (d), (e), (f), (I)).

In order to attain its objectives to *“influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable”* (article 2 of IUCN’s Statutes) IUCN, among others, *“encourages research related to the conservation of nature and natural resources and disseminates information about such research”*, and *“provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenario”* (article 3 (d) and (g) of IUCN’s Statutes). *“In working towards the objectives outlined in Article 3 (g) of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold high standards of scientific work and other knowledge systems and will be free from undue influence or conflict of interest in this regard.”* (article 3bis of IUCN’s Statutes).

In order to achieve these objectives, IUCN World Congress adopts a quadrennial programme and financial plan, which are interconnected. The IUCN programme is described, in Regulation 2, as an *“integrated programme of activities, formulated, coordinated and implemented by the Members and components of IUCN”*. Certain aspects of the programme can be connected to the notion of knowledge products such as:

“(b) monitor and assess what biological diversity exists, under what conditions, identify the threats to its conservation, and develop an enhanced capacity to define priorities for conservation action; (...)

(d) develop tools likely to be most effective in compensating for or correcting damaging impacts;

(e) examine how human behaviour, institutions, value and knowledge systems, social policy, development approaches and economic activities relate to and may affect conservation, sustainable use and equitable access to natural resources;

(f) increase public awareness of the conservation of nature and natural resources through education and the wide dissemination of information; (...)

(I) collect, analyze, interpret and disseminate information, including by the preparation, publication and distribution of documents, legislative texts, scientific studies and other information.

The role of the different IUCN components

The Secretariat and the IUCN Director General

It is the IUCN DG’s responsibility to, among others, implement the policy and the programme of IUCN, and coordinate the work of the Secretariat with all other components of IUCN (article 79 of IUCN’s Statutes).

The IUCN Commissions

The IUCN Commissions, as they are “entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN” (article 73 of the Statutes), play a considerable role in connection with IUCN’s knowledge, broadly, and IUCN’s Programme. Amongst other, the functions of the Commissions (Article 75 a, b, c, d, e of the IUCN’s Statutes):

- analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work;
- undertake tasks assigned to them within the integrated programme of IUCN;
- provide advice on any matter within their fields of competence;
- broaden knowledge and competence on matters relating to their mandates;
- work with Members and the Secretariat to develop activities within the various Regions, and to support Members and components of IUCN with necessary expertise

IUCN Council’s

It is part of IUCN’ Councils “oversight and general control of all the affairs of IUCN” (article 37 (b) (ii) of IUCN’s Statutes) to, among others:

- review the work of the Commissions (article 46 of IUCN’ Statutes), implied, including in relation with their contribution to Knowledge Products;
- review regularly the implementation of the IUCN Programme (article 46 (e) of IUCN’s Statute)
- approve the annual report of the Director General and the audited financial statements (article 46 (g) of IUCN’s Statutes),

which may all encompass reference to the work and the financing of the Knowledge Products, and to provide guidance on these subject matters.

The inference from the above points is that as the Knowledge Products contribute to achieve IUCN’s objectives and are comprehended in IUCN’s Programme and in the Secretariat’s activities, the DG is ultimately responsible for their development and implementation, with the support of the Commissions, who are, as defined in the Statutes “networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN”.

Considerations on the Financial Aspects

The IUCN DG is responsible for the finances and accounting of IUCN (article 79 (c) of IUCN’s Statutes). The financial power of the DG includes in particular, the authority to establish as necessary, financial policies and procedures, accept grants, donors and other payments on behalf of IUCN and maintain an appropriate level of reserves (Regulations 88 (a), (b), (c)).

Again, the inference is that to “deploy new funding mechanisms for the “Knowledge Products”” (which was announced by the DG as a financial strategic objective in his Annual Report to Council and approved by Council in February 2022), falls within the remit of the DG’s responsibility. As far as the income sources for Knowledge Products is derived “*from membership dues, contracts, grants, donations, investments and from any other sources approved by the Council*” (article 87 of IUCN’s Statutes) there is no requirement for an additional express Council approval on any specifics. Since most Knowledge Products are developed in partnership with other organizations, which may be IUCN Members, they are usually enabled through contracts with various donors or with other partners contributing to the partnership either with staff time, funds or a combination thereof. In the context of such contracts, the agreed terms and conditions of use of data and results may include a reasonable fee to access the information, especially for certain types of users such, as the private sector.

There is no express provision in the IUCN’s Statutes that prevents IUCN from requesting a reasonable fee to access and use available information relating to Knowledge Products. As for other endeavours and services of IUCN, it is understood that the development and management of the Knowledge

Products has a cost and that such cost may be borne (if only partly) by those who benefit from the products available. This is implied, for example, in article 12 (a) (v) in connection with a fee regarding publications. This fee is meant beyond and above the membership fee that covers other services/products provided to the Members.

Annex 3: List of IUCN Resolutions with references to Knowledge Products

i. Resolutions that provide general guidance for the development and sharing of KPs

Some Resolutions provide general principles for IUCN to follow when developing and sharing KPs. Among them, many recall that IUCN is a signatory to the Principles of the Conservation Commons, supporting open access and fair use of biodiversity data, information and knowledge, while recognising the need to keep some data partially private (for research, education or security).

- 1) [WCC 2000 RES 2.023 Improving IUCN capacity for strategic information management/information technology](#) (Archived)
- 2) [WCC 2004 REC 3.085 Principles of knowledge sharing of the Conservation Commons](#) (Archived)
- 3) [WCC 2008 RES 4.012 IUCN policy and strategy for the management of biodiversity data and information](#) (Active)
- 4) [WCC 2008 RES 4.102 Advancing knowledge management in conservation](#) (Archived)
- 5) [WCC 2008 REC 4.108 Open access to biodiversity data and information](#) (Active)
- 6) [WCC 2012 RES 5.003 Prioritizing IUCN membership awareness and support](#) (Active)
- 7) [WCC 2020 RES 7.063 Urgent call to share and use primary biodiversity](#) (Active)

ii. Resolutions that relate to specific IUCN KPs

Other Resolutions relate to specific IUCN KPs, such as the Red List of Threatened Species, the Global Invasive Species Database and the Red List of Ecosystems amongst other. Among these Resolutions, some directly ask for the development of new KPs, while others focus on the improvement or further development of exiting KPs. The Resolutions below present some of the many Resolutions that deal with this matter.

IUCN Red Lists

- 8) [WCC 1996 RES 1.025 Guideline for Using the IUCN Red List Categories at the Regional, National and Sub-national Level](#) (Archived)
- 9) [WCC 2004 RES 3.013 The uses of the IUCN Red List of Threatened Species](#) (Active)
- 10) [WCC 2012 RES 5.017 Enhancing the usefulness of the IUCN Red List of Threatened Species](#) (Active)
- 11) [WCC 2012 RES 5.018 Support for the development and implementation of national and regional red lists](#) (Active)
- 12) [WCC 2012 RES 5.055 Consolidation of the IUCN Red List of Ecosystems](#) (Active)
- 13) [WCC 2016 RES 6.016 The IUCN Red List Index for monitoring extinction risk](#) (Active)
- 14) [WCC 2020 RES 7.061 Partnerships and further development of a Global Ecosystem Typology](#) (Active)

Invasive alien species

- 15) [WCC 2012 RES 5.021 Implementing the provisions on invasive alien species of the Strategic Plan for Biodiversity 2011-2020](#) (Active)
- 16) [WCC 2016 RES 6.018 Toward an IUCN standard classification of the impact of invasive alien species](#) (Active)
- 17) [WCC 2020 RES 7.096 Maximizing return on conservation investments and sustainable development: eradicating invasive alien species \(IAS\) to conserve island biodiversity and benefit society](#) (Active)

IUCN Green Lists

- 18) [WCC 2012 RES 5.035 Facilitating conservation through the establishment of protected areas as a basis for achieving Target 11 of the Strategic Plan for Biodiversity](#) (Active)
- 19) [WCC 2012 RES 5.036 Biodiversity, protected areas and Key Biodiversity Areas](#)(Active)
- 20) [WCC 2012 RES 5.041 Development of objective criteria for a Green List of species, ecosystems and protected areas](#)(Archived)
- 21) [WCC 2012 RES 5.076 Accelerating the global pace of establishing marine protected areas and the certification of their effective management](#)(Active)

IUCN's contribution to international processes

- 22) [WCC 2012 RES 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime](#) (Active)
- 23) [WCC 2012 RES 5.118 A significant role for IUCN in the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services \(IPBES\)](#) (Active)

- 24) [WCC 2012 RES 5.180 IUCN's engagement in the implementation of the Strategic Plan for Biodiversity 2011-2020](#) (Active)

Legal knowledge products and tools

- 25) [WCC 2008 RES 4.092 Maintenance of ECOLEX: the gateway to environmental law](#) (Archived)
26) [WCC 2008 RES 4.096 The International Academy of Environmental Law](#) (Active)
27) [WCC 2012 RES 5.130 ECOLEX-the gateway to environmental law](#) (Active)
28) [WCC 2022 RES 7.044 Climate crisis legal toolkit](#) (Active)

Education and knowledge learning

- 29) [GA 1988 RES 17.006 An Improved System of Information Management for Natural Resources Data](#) (Archived)
30) [WCC 2004 RES 3.026 Establishment of the World Conservation Learning Network](#) (Archived)
31) [WCC 2004 RES 3.027 Education for sustainable development](#) (Archived)
32) [WCC 2008 RES 4.104 The World Conservation Learning Network: next steps](#) (Active)

Others

- 33) [WCC 2004 RES 3.012 Governance of natural resource for conservation and sustainable development](#) (Active)
34) [WCC 2012 RES 5.079 Protection of the deep ocean ecosystem and biodiversity from the threats of seabed mining](#) (Active)
35) [WCC 2012 RES 5.084 Promoting ecosystem-based adaptation](#) (Active)
36) [WCC 2012 RES 5.098 The human right to water and sanitation](#) (Active)
37) [WCC 2016 RES 6.069 Defining Nature-based Solutions](#) (Active)

Annex 4: Status of Implementation of relevant Resolutions

Resolutions can be classified into two main categories: a. the Resolutions that provide general guidance for the development and sharing of KPs, and b. the Resolutions that relate to specific KPs. Both of these clusters, as well as a brief summary of the status of implementation of these Resolutions are presented below.

a. Resolutions that provide general guidance for the development and sharing of knowledge products

Some Resolutions provide general principles for IUCN to follow when developing and sharing KPs. Among them, many recall that IUCN is a signatory to the Principles of the Conservation Commons, supporting open access and fair use of biodiversity data, information and knowledge, while recognizing the need to keep some data partially private (for research, education or security).

[Resolution 2.23](#) *Improving IUCN capacity for strategic information management/information technology* confirmed that IUCN must make a serious and sustained commitment to build an information technology and information management infrastructure and requested the Secretariat to identify resources to develop and implement a strategic plan for information technology which is adapted to the organization's international mission.

[Resolution 3.085](#) *Principles of knowledge sharing of the Conservation Commons* called upon IUCN members, and all sectors of the international community, to endorse the Principles of, and participate in, the Conservation Commons.

[Resolution 4.012](#) *IUCN policy and strategy for the management of biodiversity data and information* urged the Secretariat to develop a clear policy and strategy for the management of biodiversity data and information in line with the Principles of the Conservation Commons, and called for IUCN to play an active leadership role in biodiversity data-sharing initiatives, and to ensure that all non-sensitive biodiversity data be made freely and openly available through these processes.

[Resolution 4.102](#) *Advancing knowledge management in conservation* invited all IUCN members to collaborate in improving knowledge management practices across the Union, requested Council to give urgent consideration to knowledge management within the Union's overall Programme, and called on IUCN to formulate standards and guidelines for better knowledge management across the Union.

[Resolution 4.108](#) *Open access to biodiversity data and information* recommended that a biodiversity data and information management plan, which supports open access to monitoring and research results and a long-term policy for archiving this data, accompany all new proposal for biodiversity assessments, conservation and research.

[Resolution 5.003](#) *Prioritizing IUCN membership awareness and support* requested that the Secretariat, Commissions, Members and relevant partners disseminate its resources through a programme focused on improving knowledge, understanding and application of IUCN's work and knowledge products among the membership and staff of Members and Commissions, as well as universities.

Finally, [Resolution 7.063](#) *Urgent call to share and use primary biodiversity in situ data* called on Commissions, Members and the global community of in situ data collectors to consider these data as a public good for the planet; readily deposit these data in globally available repositories and platforms, or public national biodiversity repositories; readily share these data at local, regional/national and global levels using the most unrestricted Creative Commons data-sharing licenses; ensure and demand that these platforms comply with the "Sensitive Data Access Restrictions Policy for the IUCN Red List"; and minimize the time that data are embargoed under any of these platforms to maximize their utility

for the conservation of species, while recognizing the need to keep some data partially private (for research, education or security).

b. Resolutions that relate to specific IUCN knowledge products

Other Resolutions relate to specific IUCN KPs, such as the Red List of Threatened Species, the Global Invasive Species Database, the Red List of Ecosystems or the Green List. Among these Resolutions, some directly ask for the development of new knowledge products, while others focus on the improvement or further development of existing knowledge products. The Resolutions below present some of the many Resolutions that deal with this matter.

[Resolution 6.018](#) *Towards an IUCN Standard classification of the impact of invasive alien species* requested SSC and the Secretariat to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species.

[Resolution 7.044](#) *Climate crisis legal toolkit* requested the Secretariat and WCEL to create a climate action toolkit to assist interested actors to implement relevant climate mitigation and adaptation actions and inform relevant policies and legislation.

[Resolution 5.017](#) *Enhancing the usefulness of the IUCN Red List of Threatened Species* recommended that the Red List Strategic Plan include clear strategic results by 2020 for expanding the taxonomic and geographic coverage of the Red List, encouraging repeat assessments of taxonomic groups completely assessed, and developing appropriate mechanisms to maintain and enhance the rigour of the IUCN Red List, among other things.

Status of implementation of these Resolutions

WCC Resolution 2.23 Improving IUCN capacity for strategic information management/information technology

1. CONFIRMS that IUCN must make a serious and sustained commitment to build an information technology and information management infrastructure which is commensurate to its size and international mission;
2. REQUESTS the Director General, in consultation with members and Commissions, to identify resources to develop and implement a strategic plan for information technology which is adapted to the organization's international mission and the Secretariat's Component Programmes, and which supports implementation of IUCN's Overall Programme;

Status of implementation: Implemented (archived Resolution). No other information available

WCC Resolution 3.085 Principles of knowledge sharing of the Conservation Commons

ACKNOWLEDGING that open access to sharing and use of conservation data, information, and knowledge resources by all sectors of society is essential both to enable effective decision-making and to empower those concerned with the conservation of biodiversity and the natural world; RECOGNIZING that global inequities directly restrict access to data, information and knowledge for many of the world's people, with adverse impacts on the conservation of biodiversity and the natural world;

1. CALLS UPON IUCN members, and all sectors of the international community, to endorse the Principles of the *Conservation Commons* annexed to this Recommendation;

Principle 1 - Open Access: The Conservation Commons promotes free and open access to data, information and knowledge for conservation purposes.

Status of implementation: Obsolete (Resolution archived).

- The first operative clause calls for IUCN to endorse the Principles of the conservation commons; which IUCN has done. (<https://www.iucn.org/content/conservation-commons>). However, the conservation commons are no longer an operational body; therefore, the second operative clause urging participation in the conservation commons is now obsolete.

WCC Resolution 4.012 IUCN policy and strategy for the management of biodiversity data and information

RECALLING that IUCN is a signatory to the *Principles of the Conservation Commons*, supporting open access and fair use of biodiversity data, information and knowledge;

1. URGES the Director General to develop a clear policy and strategy for the management of biodiversity data, information and expert analysis generated through the work of the IUCN Secretariat and Commissions;
2. REQUESTS that this policy and strategy, including clear access and use guidelines, support the fundamental principle of open access to these assets as called for in the *Principles of the Conservation Commons*; and
3. CALLS FOR IUCN to play an active leadership role in the work of global, regional and national-level biodiversity data-sharing initiatives, and to ensure that all non-sensitive biodiversity data generated by the Secretariat and Commissions be made freely and openly available through these processes.

Status of implementation: The Resolution is still active. No other information available.

WCC Resolution 4.102 Advancing knowledge management in conservation.

AWARE that the subsequent IUCN Knowledge Management Study in 2004 ([Mobilizing IUCN's Knowledge to secure a sustainable future](#)) recommended moving beyond producing knowledge to:

- a. influencing change;
 - b. making better use of IUCN's intellectual capital by strengthening relationships and sharing knowledge;
 - c. strengthening both external and internal aspects of managing IUCN's knowledge; and
 - d. creating an enabling information and communication technology environment;
2. REQUESTS IUCN's Council to give urgent consideration to knowledge management within the Union's overall Programme before the 5th Session of the World Conservation Congress;
 3. REQUESTS the Director General, with the assistance of IUCN's Commissions, to formulate standards and guidelines for better knowledge management across the Union.

Status of implementation: Implemented (archived Resolution).

WCC Resolution 4.108 Open access to biodiversity data and information

1. CALLS ON IUCN's members to:
 - b. endorse the Principles of the Conservation Commons; and
 - c. ensure open access to all non-sensitive biodiversity data collected through conservation efforts and scientific research;
2. RECOMMENDS that IUCN's members:
 - b. take full advantage of existing global, regional or national open-access mechanisms for publishing biodiversity data (e.g. GBIF, Inter-American Biodiversity Information Network (IABIN), and the Reference Centre on Environmental Information (CRISA), among many others); and
 - c. ensure that species/specimen-level data, geospatial data, associated metadata, and information on conservation results are made available through openaccess mechanisms; and

3. RECOMMENDS that a biodiversity data and information management plan, which supports open access to monitoring and research results and a long-term policy for archiving this data, accompany all new proposals for biodiversity assessments, conservation and research.

Status of implementation: The Resolution is still active. No other information

WCC Resolution 5.003 Prioritizing IUCN membership awareness and support

1. REQUESTS the Director General, in collaboration with IUCN Commissions, IUCN Members and other relevant partners, in line with the One Programme, to disseminate its resources through a programme focused on improving knowledge, understanding and application of IUCN's work and knowledge products among the membership and staff of Members and Commissions, as well as universities and other teaching institutions; and
2. ASKS that the progress of this Membership awareness and support programme be monitored and reported on to the next Congress

Status of implementation: The Resolution is still active.

- Members' knowledge, understanding and application of IUCN's work and knowledge products have been improved since all components of IUCN now share a common platform of resources and information.

WCC Resolution 7.063 Urgent call to share and use primary biodiversity *in situ* data

1. CALLS ON Commissions, Members and the global community of *in situ* data collectors to:
 - a. consider these data as a public good for the planet and a valuable resource to manage, benefit and conserve biodiversity for the benefit of nature and people;
 - b. readily deposit these data in globally available repositories and platforms, or public national biodiversity repositories;
 - c. readily share these data at local, regional/national, and global levels using the most unrestricted Creative Commons data-sharing licenses such as CC0 (public domain) or CC-BY (attribution generic); but
 - d. ensure and demand that these platforms comply with the 'Sensitive Data Access Restrictions Policy for the IUCN Red List' such that the exact sampling locations for sensitive species are obscured for their protection;
 - e. minimise the time that data are embargoed under any of these platforms to maximise their utility for the conservation of species, while recognising the need to keep some data partially private (for research, education or security); and
 - f. share needs concerning specific knowledge products at local, regional and global scales;

Status of implementation: The Resolution is still active. No other information available

Resolutions relating to IUCN Red Lists

WCC Resolution 1.25 Guideline for Using the IUCN Red List Categories at the Regional, National and Sub-national Level

1. REQUESTS the SSC, within available resources, to complete the development of guidelines for using the IUCN Red List Categories at the regional level as soon as it is practicable, in an open and transparent manner in collaboration with:
 - a. experts and institutions throughout the world who are involved in monitoring and managing species at the regional level;

- b. the Environmental Law Centre, members of the Commission on Environmental Law, NGOs and others involved in developing legislation and regulations concerning threatened species;
2. FURTHER REQUESTS the SSC :
 - a. to convene a representative international workshop as part of the process to develop these proposed guidelines;
 - b. to strengthen participatory processes whereby regional assessments feed into global assessments;
5. REQUESTS the Director General and the Chair of SSC:
 - a. to obtain the comments of IUCN members, SSC members and others on the draft guidelines once they have been developed;
 - b. to consider such comments, to revise the proposed guidelines and to circulate them to SSC members for further comments before submitting them to Council for formal adoption;
6. REQUESTS the Chair of SSC and the Director General to communicate with the SSC network of members, IUCN members and others to promote the appropriate use of the guidelines, once developed, on a national level.

Implementation status: Implemented (Resolution archived)

- Guidelines for use of the IUCN developed, peer reviewed and available for download on IUCN Red List website

WCC Resolution 3.013 The uses of the IUCN Red List of Threatened Species

2. REGARDING use of the IUCN Red List of Threatened Species to support the implementation of international conventions:
 - e. REQUESTS the SSC, as a matter of urgency, to implement the Sampled Red List Index based on repeated Red List assessments for a stratified selection of species that is representative of biomes (including marine, freshwater and arid ecosystems), regions and taxonomic groups (including invertebrates and plants); and
 - f. FURTHER REQUESTS the SSC, in partnership with other organizations, to expand the taxonomic coverage of the IUCN Red List of Threatened Species to enhance its representativeness, thereby enabling the Red List Index to be more robust, and with this in mind, to:
 - i. complete comprehensive assessments for all mammals, reptiles, freshwater fish, sharks and molluscs;
 - ii. regularly reassess the status of amphibians and birds; and
 - iii. give greater priority to initiating rigorous comprehensive assessments for selected groups of plants, marine species and invertebrates;
3. REGARDING use of the IUCN Red List of Threatened Species for conservation planning and priority setting:
 - b. REQUESTS the SSC, working in partnership with IUCN members, to convene a worldwide consultative process to agree a methodology to enable countries to identify Key Biodiversity Areas, drawing on data from the IUCN Red List of Threatened Species and other datasets, building on existing approaches and paying particular attention to the need to:
 - i. enlarge the number of taxonomic groups used for site-based priority-setting approaches;
 - ii. have quantitative, transparent and objective criteria to identify Key Biodiversity Areas; and
 - iii. report on progress towards achieving this objective at the 4th IUCN World Conservation Congress;

4. REGARDING implications of the IUCN Red List of Threatened Species for scientific research:
 - b. REQUESTS the SSC to develop technical guidance for IUCN members and others on precautions to be taken for species listed in particular Red List Categories, and under particular Red List Criteria, in order to help ensure that scientific collecting is beneficial, and not detrimental, to globally threatened species.

Status of implementation: The Resolution is still active. No other information

WCC Resolution 5.017 Enhancing the usefulness of the IUCN Red List of Threatened Species

2. RECOMMENDS that the Red List Strategic Plan include, among others, clear strategic results by 2020
4. REQUESTS SSC, the Director General and IUCN Members working in this field to continue to improve the IUCN Red List to address topics such as:
 - a. the response of species to changing climate (as called for in Resolution 4.016 Development of climate change guidelines for IUCN Red List assessments adopted by the 4th IUCN World Conservation Congress (Barcelona, 2008), with an SSC Task Force now working on the topic);
 - b. the consistent listing of species as Extinct and Critically Endangered (Possibly Extinct);
 - c. development of guidance on collection and harvest of threatened species as an annex to the “Guidelines for Appropriate Uses of IUCN Red List Data”, in order to help ensure that Red List data are used appropriately to guide regulation and management decisions;
 - d. the definition of “wild” populations (including reintroduced populations), and the implications for the consistent listing of species, for example, of species living within fenced areas within their natural ranges, of natural populations dependent on management interventions, and of populations resulting from “benign introductions” (as defined in the IUCN Reintroduction Guidelines) of threatened species outside their original ranges;
 - e. improvement of the “Guidelines for using the IUCN Red List Categories and Criteria” to foster application of the IUCN Red List Categories and Criteria to island States and insular species; and
 - f. means to reconcile the expected taxonomic coverage of the IUCN Red List with the need to maintain the highest scientific standards; and
5. CALLS ON the Director General, SSC and IUCN Members to encourage funding agencies, international organizations, multilateral conventions, and others to support the further development of the IUCN Red List in order to maintain it as the global standard for assessing species, and thereby inform policy and action at all levels throughout the world.

Status of implementation: The Resolution is still active.

In 2015, the Cambridge Office reported that:

- Draft guidelines on the harvesting of threatened species were prepared and circulated for comment. Once finalised and accepted, these were to be incorporated as an Annex into the SSC Guidelines for Appropriate Uses of IUCN Red List Data.
- The network of trained Red List Trainers continued to grow.
- The Red List Strategic Plan 2013-2020 was under review and all targets were being updated and revised where necessary. Good progress was made on this. This was shown through the continued growth of the number of species on the IUCN Red List and the growing numbers of plants, invertebrates, marine organisms and fungi that were being assessed.

- A major achievement in 2015 was the creation of PDF accounts for all global assessments on the IUCN Red List each with a unique DOI number making them permanently citable and retrievable.
- The SIS database system was enhanced through the development of a Data Uploader function to expedite bulk uploads of assessments from external database systems; which was a significant new development to help reach the 160,000 barometer of life target. National and regional assessment initiatives were supported where possible

WCC Resolution 5.018 Support for the development and implementation of national and regional red lists

1. CALLS UPON IUCN to continue supporting these initiatives through the production of tools, software and training materials, as well as training local experts to lead national red list assessments, data management and analysis;
6. CALLS UPON IUCN and countries developing or updating national red lists to work more closely together to ensure that data are exchanged and assessments of endemic species are harmonized as far as possible at the global and national scales;
7. REQUESTS the Director General to provide policy support to these national red-listing initiatives, in consultation with the IUCN Species Survival Commission (SSC) and the IUCN Commission on Ecosystem Management (CEM), in conjunction with their Secretariat focal points and the IUCN membership;
9. REQUESTS the Director General to bring the importance of performing periodic national red list assessments to the attention of the CBD and other relevant conventions, as well as to potential sources of financial support for these assessments

Status of implementation: The Resolution is still active.

- A number of National Red List training workshops were held to build capacity and the network of trained Red List Trainers is slowly being expanded to help with this.
- Tools for Red List work are being improved, a key advance being the development of the Data Uploader to import assessments into SIS from external database systems. This should improve the incorporation of endemics on national Red Lists into the IUCN Red List.
- The decision by the Red List Committee to allow assessments to be submitted and published in selected other languages will have a significant impact on the whole process.
- The various stakeholder meetings have helped to identify various issues and barriers to national Red List activities and there has been a general increase in activity as evidenced by the growth of the National Red List database.
- In 2015 it was reported that the Modes and Modalities paper that was being prepared would help us to engage with all stakeholders. Efforts were underway to look at better mechanisms for providing biodiversity data to policy-related processes like the compilation of NBSAPs, etc.

WCC Resolution 5.055 Consolidation of the IUCN Red List of Ecosystems

2. CALLS on IUCN Council, once the draft categories and criteria have been rigorously tested, to take the necessary steps for formal approval of the categories and criteria as an official IUCN data analysis protocol for use by Members and any other stakeholder interested in ecosystem risk assessment, after they have been finalized and are submitted to Council by CEM and the Secretariat;
3. REQUESTS CEM to work with the support of SSC and the Secretariat to raise the necessary funds for the development and implementation of an operational plan for The IUCN Red List of Ecosystems which includes a strategy for its integration with the IUCN Red List of Threatened Species and other knowledge products. This should ensure that adequate staff,

financial and technical resources are made available for the integration of these two IUCN Red Lists, such that their databases are linked, and users are able to conduct simultaneous searches on the status of species and ecosystems, including the coverage by Key Biodiversity Areas and the World Database on Protected Areas;

4. URGES CEM and the Secretariat to assess the status of the world's terrestrial, freshwater and marine ecosystems in order to be able to report on progress towards achieving Aichi Target 5: "By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced;"
5. REQUESTS CEM and the Secretariat to develop a mechanism for providing technical support and training for developing national ecosystem risk assessments, such that they are carried out in alignment with approved categories and criteria, making use of the best available data, and aimed at achieving maximum impact on biodiversity conservation policies, and at assuring human livelihoods and well-being; and

Status of implementation: The Resolution is still active.

- RLE criteria adopted by Council in 2014
- Version 1 of RLE Guidelines produced and about to be published in 2015
- The RLE for the Americas were being completed (overall and approx 10 national level RLE's), which supported the EU Red list of Habitats. Many smaller cases studies were being produced in 2015
- In 2022, CEM reported initial findings from applying four IUCN RLE criteria to 655 terrestrial ecosystems in temperate and tropical North America, or 8.5% of the global land surface.
- On-going actions: Extending experience of this red listing effort to data deficient ecosystem types in North America and applying results to identification of Key Biodiversity Areas in Canada and USA.

WCC 6.016 The IUCN Red List Index for monitoring extinction risk

2. REQUESTS the IUCN Red List Partnership, SSC and Director General to ensure that the IUCN Red List incorporates repeat assessments of taxonomic groups in order to calculate RLIs, and makes these accessible online to facilitate their incorporation, as appropriate, into, inter alia:
 - a. National Biodiversity Strategies and Action Plans (NBSAPs), Programme of Work on Protected Areas (PoWPA) Action Plans, and CBD National Reports; and
 - b. regional, thematic, and global environmental assessments including those by IPBES, GEO, and GBO;
5. ENCOURAGES the IUCN Red List Partnership and SSC to continue to develop the RLI methodology, including through refining methods for thematic and geographic disaggregation, calculating uncertainty, and projecting trends under alternative policy scenarios

Status of implementation: The Resolution is still active.

- The RLI and various disaggregations were included in the IPBES Global Assessment, published in May 2019, with the indicators extrapolated to 2020 to assess progress towards the Aichi Targets and to 2030 for the SDGs. The RLI and various disaggregations are profiled in the draft Global Biodiversity Outlook-5
- RLIs, disaggregated to national level, were included in the 'country profiles' on the Integrated Biodiversity Assessment Tool, and made available to CBD national focal points, among others.
- A Swiss Government-funded project led by IUCN Secretariat was supporting the development of functionality on the IUCN Red List website to serve up RLIs and various

disaggregations of them to users, and to support more streamlined production of these indicators each year.

WCC Resolution 7.061 Partnerships and further development of a Global Ecosystem Typology

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

Status of implementation: The Resolution is still active.

Global Ecosystem Typology (GET):

- Scientific publication in Nature (<https://www.nature.com/articles/s41586-022-05318-4>) of the GET. In less than one month since publication, the publication has been consulted >33k times
- Adoption of IUCN GET as the reference typology for Ecosystem accounting in United Nations Systems- SEEA EA. <https://seea.un.org/ecosystem-accounting>

Red List of Ecosystems (RLE):

- Development of open online training course in the IUCN Academy on use of Red List of Ecosystems for Assessors.
- To date of this report >4k ecosystems across terrestrial, freshwater and marine ecosystems assessed

Resolutions relating to KPs and invasive alien species

WCC Resolution 5.021 Implementing the provisions on invasive alien species of the Strategic Plan for Biodiversity 2011-2020

1. REQUESTS the Director General and IUCN Commissions to:
 - c. improve interoperability between IUCN knowledge products with particular reference to the Global Invasive Species Database, the IUCN Red List of Threatened Species, the IUCN Red List of Ecosystems and the World Database on Protected Areas for supporting the identification of priority invasive alien species, and enhancing early warning systems and rapid responses to new invasions

Status of implementation: The Resolution is still active. No other information on this specific operative paragraph.

WCC Resolution 6.018 Toward an IUCN standard classification of the impact of invasive alien species

RECOGNISING the efforts carried out by the IUCN Species Survival Commission (SSC) Invasive Species Specialist Group (ISSG) for developing authoritative global knowledge products on invasive alien species, namely the IUCN Global Invasive Species Database and the Global Register of Introduced and Invasive Species;

1. REQUESTS the SSC and the Director General to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8;
2. REQUESTS Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above has been completed, as the Union's standard for classifying alien species in terms of their environmental impact;
3. CALLS ON all Members, and national, regional and global institutions, and the scientific community to work in collaboration with SSC on:
 - b. EICAT and the integration of its outcomes into the IUCN Global Invasive Species Database and The IUCN Red List of Threatened Species, as this information is essential to prevent and mitigate the impacts caused by invasive alien species; and
 - c. fostering the formal adoption of EICAT and promotion of its use as a decision support tool; and
4. CALLS ON the scientific community to apply EICAT, in coordination with SSC, providing comprehensive supporting information to be published in the IUCN Global Invasive Species Database.

Status of implementation: The Resolution is still active.

- IUCN Secretariat and SSC ISSG jointly ran a workshop to edit the EICAT proposed standard in response to comments received through the 1st IUCN-wide consultation (held in 2017). Following this, a second version of the EICAT proposed standard (and additional Guidelines for their application) was published. In August 2019 a second Union-wide consultation was run to solicit feedback on the second version of the EICAT standard. The consultation, using an online survey, went to all IUCN members, commissions and secretariat staff and ran for 5 weeks ending in September. Additional edits have been made to the EICAT standard and a version 3 will be submitted to the IUCN Editorial Board in early 2020, to be submitted to IUCN Council
- A number of EICAT training workshops have been run across Europe, including as part of the EU Life INVASAqua project for the Iberian Peninsula. Additional EICAT assessments have also been undertaken by members of the IUCN EICAT Authority.

[WCC Resolution 7.096 Maximizing return on conservation investments and sustainable development: eradicating invasive alien species \(IAS\) to conserve island biodiversity and benefit society](#)

2. CALLS ON the Director General and Commissions to:
 - a. promote and support transfer of knowledge products that inform prioritization of efforts, including the Threatened Island Biodiversity Database, IUCN Red List of Threatened Species, and Global Invasive Species Database, and to track returns on investments to biodiversity, people and communities, and sustainable development;

Status of implementation: The Resolution is still active.

- IUCN Secretariat along with the SSC ISSG have worked with the EC to produce awareness raising material, manuals, guidance and other scientific and technical outputs focused on IAS.

- In addition a member of Coalition Clean Baltic (Green Federation "GAJA" (Poland)) produced a Manual on combating invasive alien species (IAS) by anglers and hunters.
- IUCN has also published the first batch of IUCN Environmental Impact Classification for Alien Taxa (EICAT) assessments on the IUCN Global Invasive Species Database.
- IUCN worked with the International Maritime Organisation through its GEF GloFouling Project to produce guidelines on management of biofouling on recreational sailing vessels.
- The Comité national de l'UICN, France has also launched an analysis of the impacts of IAS on threatened species on the Red List in French overseas communities.
- The IUCN Secretariat and the SSC ISSG have continued to engage in discussions on the formulation of an invasive species target for the Global Biodiversity Framework.
- IUCN has also published its Global Species Action Plan which includes actions and resources to address IAS.
- IUCN and the Coalition Clean Baltic have participated in the Technical Working Group on IAS which supports implementation of the EU IAS Regulation.

Resolutions relating to IUCN Green Lists

[WCC Resolution 5.035 Facilitating conservation through the establishment of protected areas as a basis for achieving Target 11 of the Strategic Plan for Biodiversity](#)

3. REQUESTS the IUCN Commissions, IUCN Members, UNEP-WCMC, the ICCA Consortium and other organizations to collaborate in support of CBD Decision X/2 to:
 - e. promote guidance and training to expand regular assessment of management effectiveness to all protected areas and develop and implement a system for the voluntary appraisal of protected area management effectiveness and governance quality that will illuminate and communicate innovative and effective approaches to protected area management and governance (e.g. the IUCN Green List of Well-Governed and Well-Managed Protected Areas)

Status of implementation: The Resolution is still active

- Technical and policy guidance provided to the SCBD with practical recommendations on how to accelerate implementation of Target 11.

[WCC Resolution 5.036 Biodiversity, protected areas and Key Biodiversity Areas](#)

1. REQUESTS the IUCN Species Survival Commission (SSC), the IUCN World Commission on Protected Areas (WCPA), and the Director General to:
 - a. support the development of a data system for collection and publication of data linking biodiversity and protected areas, specifically:
 - i. standards for data quality and quantity;
 - ii. trends in the distribution and abundance of species inside and outside protected areas, and the linkage between species trends and protected area management inputs; and
 - iii. documentation of the global significance and protected area coverage of Key Biodiversity Areas;
 - b. implement such data system development in ways which build from, strengthen, and collaborate with, not duplicate, complementary initiatives such as the:
 - i. Living Planet Index
 - ii. Tropical Ecosystem Assessment and Monitoring programme;
 - iii. World Biodiversity Database;
 - iv. Integrated Biodiversity Assessment Tool; and

- v. Global Biodiversity Information Facility; and c. undertake such data system development in ways which draw from and link to the IUCN Red List of Threatened Species (and related systems such as the Global Invasive Species Database), the World Database on Protected Areas, including the associated management effectiveness data and emerging Green List of Protected Areas, and, at such a time as it becomes operational, the IUCN Red List of Ecosystems.

Status of implementation: The Resolution is still active.

- Compiled a unique global database on marine protected effectiveness and governance, drawing on the work of many other researchers, exploring link to Protected Planet.
- Completed a global review of all available Management Effectiveness Tracking Tools (METTs). identifying and cataloguing 2094 METT assessments from the GEF and UNDP PMIS project folders provided. These were placed into a quality-assured data base and shared with the UNEP-WCMP to be linked to Protected Planet.
- Enhance the Living Planet Index (LPI), particularly for protected areas, exploring link to Protected Planet.

WCC Resolution 5.041 Development of objective criteria for a Green List of species, ecosystems and protected areas

1. REQUESTS the IUCN Species Survival Commission (SSC), the IUCN Commission on Ecosystem Management (CEM), and WCPA, whose expert networks support and provide scientific guidance and information on species, ecosystem and protected area conservation respectively, to conduct international scientific consultations to develop objective, transparent and repeatable criteria for Green Lists that systematically assess successful conservation of species and ecosystems, including in protected areas;
2. REQUESTS SSC, CEM and WCPA to explore synergies with the criteria being developed for the Green List of Well-Managed Protected Areas, possibly with a view to developing a consistent approach to the Green List Criteria across IUCN;
3. REQUESTS the Director General to provide support to these efforts;
4. REQUESTS SSC, CEM and WCPA to report to the next IUCN World Conservation Congress on progress achieved;

Status of implementation: Implementation underway (archived Resolution)

WCC Resolution 5.076 Accelerating the global pace of establishing marine protected areas and the certification of their effective management

6. REQUESTS the Director General, in collaboration with IUCN Members and WCPA, to support the recommendations above and to jointly strive to achieve implementation of coherent, representative and effective networks of MPAs at all levels, as fundamental tools to give proper protection to species and to marine and coastal habitats, and resilience to marine ecosystems, by:
 - e. implementing management effectiveness assessment systems, by:
 - ii. developing and testing an IUCN certification scheme for effective and equitable management of MPAs, according to the IUCN categories, building upon the IUCN Green List, and making sure to take into account the specificity of the marine environment;

Status of implementation: The Resolution is still active. No other information on this operative paragraph

Resolutions relating to IUCN's contribution to international processes

[WCC Resolution 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime](#)

REQUESTS the Director General to:

- a. develop key knowledge products that will contribute to the work of the IPCC and of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES); and in developing these products, draw upon, inter alia, regional information collected in the course of IUCN's project activities

Status of implementation: The Resolution is still active.

- Report produced on Adaptation-Mitigation linkages - produced jointly by GEMP and GFCP as a basis for future action

[WCC Resolution 5.118 A significant role for IUCN in the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services \(IPBES\)](#)

2. AFFIRMS the interest of IUCN to play a significant role in IPBES based on its major assets; and REQUESTS the Director General to pursue this role with the governments and UN agencies involved with IPBES, including support to the governance structures, particularly subsidiary bodies such as the Multidisciplinary Expert Panel, regional structures, working groups and external review groups, and provision and management of scientific data and knowledge;
4. NOTES the scientific expertise of IUCN's Commissions and involvement of its government and non-governmental Members dedicated to biodiversity which IUCN can contribute to the future work programme of IPBES
6. ENCOURAGES IUCN Members, Councillors, IUCN National and Regional Committees, IUCN Commissions and the Secretariat to engage actively in IPBES as providers of knowledge and expertise and potential beneficiaries of its outputs; this involvement could take the form of, inter alia, nominating experts, proactively proposing tools and methodologies, offering data and knowledge, developing capacities of policy makers for the best use of IPBES knowledge and services, and disseminating and communicating IPBES activities and outputs; and

Status of implementation: The Resolution is still active.

- IUCN successfully mobilised, across the Union, nominations into MEP with several nominations accepted during IPBES-3.
- In 2015, IUCN experts are also well represented in groups working on IPBES deliverables, 1/8 to 1/6 of experts are from IUCN.

[WCC Resolution 5.180 IUCN's engagement in the implementation of the Strategic Plan for Biodiversity 2011-2020](#)

APPRECIATING THAT IUCN is the leading global authority on biodiversity conservation, and has a long history of creating and providing credible and trusted knowledge on biodiversity through its flagship knowledge products such as the IUCN Red List of Threatened Species and (with UNEP-WCMC) the World Database on Protected Areas, and therefore has a significant leadership role to

play in supporting the achievement of the Strategic Plan for Biodiversity 2011–2020; and, critically, the basis of key indicators to measure progress in their achievement

13. REQUESTS the Director General to:

- c. support the strengthening and integration of IUCN's key flagship knowledge products to underpin work for the achievement of the Targets and the development of indicators at the global and national level;

Status of implementation: The Resolution is still active. No other information available

Resolutions relating to legal knowledge products and tools

WCC Resolution 4.092 Maintenance of ECOLEX: the gateway to environmental law

2. CALLS ON the ECOLEX partners to participate financially, maintain its up-to-date content, continue to enhance its software and forcefully reach out to other possible partners and associates such as convention secretariats and other data providers with a view to building ECOLEX as the global cooperative hub for environmental law;
3. INVITES the Director General to continue and increase, as appropriate, IUCN's support and contribution to ECOLEX, maintaining IUCN's function as the ECOLEX Management Unit, and capitalizing on its success.

Status of implementation: Superseded by Resolution 5.130 (Resolution archived)

WCC Resolution 5.130 ECOLEX-the gateway to environmental law

4. REQUESTS the ECOLEX partners to intensify their efforts to promote the use of ECOLEX significantly beyond what has already been achieved, in particular by:
 - a. increasing online access of users, especially in developing countries and universities globally;
 - b. collaborating with institutions, programmes and projects which would benefit from cross-pollination with legal data, such as scientific/technical data on species and protected areas;
 - d. contributing to the efforts of Multilateral Environmental Agreements (MEAs) to develop information systems and platforms to share information facilitating synergies in their implementation, such as InforMEA, by establishing links from such systems directly to ECOLEX and vice versa;
 - e. developing products based on ECOLEX data to produce analytical information, subject-based (e.g. wildlife law) or country-based (i.e. country profiles); and
 - f. seeking collaboration with publishers of regularly updated specialized electronic environmental law series; and
5. INVITES the Director General to continue and increase, as appropriate, IUCN support and contribution to ECOLEX, in particular by:
 - b. maintaining the role of IUCN as a key partner in ECOLEX, as custodian of two databases (treaties; policy and law literature);
 - c. maintaining the IUCN Environmental Law Centre's (IUCN ELC) function as the ECOLEX Management Unit (MU) and enlarging its capacity; and
 - d. enlarging the capacity of the ELC and/or MU to take the lead in developing a node of biodiversity-related information on governance, policy and law for use by international institutions including the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), now co-located at the ELC, in Bonn (Germany).

Status of implementation: The Resolution is still active.

- In 2016, the technical revamp of the ECOLEX backend and interface was completed. A new database of decisions of the Conference of Parties of selected multilateral environmental agreements was added to ECOLEX.

[WCC Resolution 7.044 Climate crisis legal toolkit](#)

1. REQUESTS the Director General and World Commission on Environmental Law (WCEL) to create a climate action toolkit to assist interested national, sub-national and local actors, as appropriate, to implement relevant climate mitigation and adaptation actions, from which State Members can identify those most appropriate for their governance structure, judicial system and ecosystem, to inform relevant policies and legislation;
2. RECOMMENDS strengthening synergies and interlinkages between environmental law databases, such as ECOLEX and InforMEA, and increasing resources on climate change;

Status of implementation: The Resolution is still active.

- The IUCN Environmental Law Centre has developed "CLIMA" a practical toolkit to assess the effectiveness of climate change action and EbA measures worldwide.

Other Resolutions relating to knowledge products

[WCC Resolution 3.012 Governance of natural resource for conservation and sustainable development](#)

6. REQUESTS the IUCN World Commission on Protected Areas, through the refining of its guidance on Protected Area Management Categories and in other ways that are part of its mandate, to:
 - d. offer suggestions to the United Nations Environment Programme (UNEP) World Conservation Monitoring Centre for more complete reporting of governance types in the World Database on Protected Areas and the United Nations List of Protected Areas.

Status of implementation: Resolution is still active.

[WCC Resolution 5.079 Protection of the deep ocean ecosystem and biodiversity from the threats of seabed mining](#)

REMAINING CONCERNED about the potential impact on the marine environment of future deep seabed mining activities given the current level of knowledge and understanding of deep seabed mining

7. CALLS on all constituent parts of IUCN to cooperate to develop specialist groups and knowledge products on impacts of seabed exploration or mining activities;

Status of implementation: The Resolution is still active.

- The Commission on Ecosystem Management established a specialist group on Deep Sea Ecosystems and Mining
- The CEM Specialist Group on Deep Sea Ecosystems and Mining worked with The National Institute of Water and Atmosphere (NIWA) in New Zealand and prepared an information brochure on environmental issues associated with deep-sea minerals exploration.
- IUCN Provided best available scientific knowledge and generated new knowledge through oceanographic campaign for a better understanding of biodiversity and ecosystem functioning of Sea Mounts

[WCC Resolution 5.084 Promoting ecosystem-based adaptation](#)

6. REQUESTS the Director General to ensure that ecosystem-based adaptation is effectively deployed as a nature-based solution within the IUCN Programme 2013–2016 and in particular by:
 - e. encouraging the dissemination of knowledge products on lessons learned from ecosystem-based activities and projects

Status of implementation: The Resolution is still active.

- Report on EbA Mapping exercise of all EbA (and related) projects in IUCN (and this will then also include UNEP and UNDP as well as BMUB) to have a consolidated web site and ability to analyze EbA across the globe

WCC Resolution 5.098 The human right to water and sanitation

2. REQUESTS the Director General in collaboration with IUCN Commissions, Members and other relevant partners in line with the One Programme approach, to:
 - b. develop knowledge products which promote the fulfilment and the practical implementation of the right to water to be considered at the next IUCN World Conservation Congress

Status of implementation: The Resolution is still active. No other information available.

WCC Resolution 6.069 Defining Nature-based Solutions

3. CALLS ON the Director General and Commissions to finalise the NbS principles, parameters and guidelines for applying NbS, reporting as appropriate to Council on progress;

Status of implementation: This Resolution is still active. However, this operative paragraph has been implemented

- An extensive consultation process on the draft NbS global standard was carried out in 2019, involving over 800 individuals from commissions, membership and secretariat, spanning over 100 countries. IUCN members have provided technical feedback on criteria and indicators of the standard.
- In July 2020, IUCN launched the first-ever Global Standard for Nature-based Solutions.

Annex 5: Knowledge Products – detailed descriptions in no particular order

i. The IUCN Red List of Threatened Species

Elements	IUCN Red List of Threatened Species
Governance	<p>The IUCN Red List of Threatened Species is governed by a Partnership Agreement. The IUCN Red List Partnership formed in 2000 and has 12 members. The Partnership Agreement expired in September 2020. A dialogue between IUCN and the Partners is underway to agree a new Partnership Agreement that will include changes to the governance structure.</p>
Work processes & management	<p>The high-level work processes in the IUCN Red List are set out in the IUCN RL Partnership Agreement.</p> <ul style="list-style-type: none"> • IUCN and the RL Partners each operate their own institutional work process and management to deliver the agreed obligations. The Partners, in addition to signing the overarching RL Partnership Agreement, also sign a bilateral commitment which details the specific contributions to the IUCN RL Strategic Plan. Decisions pertaining to the implementation of the IUCN RL Strategic Plan are made by the RL Committee. • There is an independent RL Standards and Petitions Committee to oversee maintenance of the RL Standard and the provision of guidance on its application plus adjudication on any petitions against published assessments. • The RL Unit and the Biodiversity Systems team within IUCN’s Science and Data Centre responsible for the day to day running of the whole process and the production of the periodic RL updates. • The Biodiversity Systems team are responsible for managing and undertaking improvements to the data infrastructure and for developing many of the tools used.
Legal Status	<p>IUCN is the custodian of The IUCN Red List and of The IUCN Red List Categories and Criteria, develops and maintains protocols and procedures for Red List assessments, and convenes a large network – mostly volunteers – through the IUCN Survival Species Commission (SSC) and the Red List Partnership. The Red List Partners, whose financial, technical and in-kind contributions have been considerable and whose continuing substantive commitments help advance and develop the IUCN Red List in a variety of ways including.</p> <p><u>The IUCN Red List Partnership Agreement</u> has expired and a new Partnership Agreement is under negotiation.</p>
Use Conditions	<p>The type and quantity of use of the IUCN Red List is summarised in the 2016-2020 IUCN Red List Quadrennial Report. The primary use of the IUCN Red List is:</p> <ul style="list-style-type: none"> • Global Species Monitoring • Guiding Decision-making to Conserve Species • Catalysing Conservation Action • Science-based Species Conservation • Influencing Global Ambition for Species Conservation • Influencing Resource Allocation <p>In the period 2016-2020 the IUCN Red List has a user in every country of the world. The IUCN Red List website had 16.2 million unique visitors, 81.5 million-page views, 28 million website sessions and allowed the download of 190 million species maps.</p>
Costs of maintaining the current status	<p>The IUCN Red List Partnership estimated the full costs of implementing the IUCN Strategic Plan (2020-2030) to be CHF 77.2m (noting that this includes the IUCN Green Status of Species and the Red List Index). The IUCN Secretariat’s annual cost to maintain the IUCN Red List is ca. CHF 752k. Noting that the IUCN</p>

Elements	IUCN Red List of Threatened Species
	Secretariat's team is under-resourced, it's been estimated that the true cost would be CHF 1.2m annually. Further work on the costs of the IUCN Red List will take place in the Knowledge4Nature Global Environment Facility Medium-Sized Project as part of developing a sustainability plan.
Needed or potential improvements	<p>The IUCN Red List Partnership identified the major potential areas of improvement in the IUCN Red List Strategic Plan, and these included:</p> <ul style="list-style-type: none"> Automated methods developed to conduct preliminary screenings and model potential changes in threat status to guide re/assessment of species and i derive input data and key parameters for the assessment process An expert system is developed to guide Red List assessors through the steps of data analysis and modelling necessary for assessing the impact of climate change on species extinction risks The SIS user interface allows for efficient, intuitive and streamlined entry and edit of Red List and Green Status data by users SIS Connect is the primary mechanism used for importing and exporting assessments and data to and from external database systems, including Red List Partners and national Red List processes Spatial data are well-integrated with tabular data, including through: i) development of a spatial data upload portal (incorporating quality checks and generation of metrics) and ii) the ability for users The Red List API is maintained and improved so that it supports more advanced querying and manipulation of data, and improved spatial data outputs Dynamic publication of assessments to the Red List website ensures that species assessments are published promptly post validation
Costs of the improvements	The cost of the improvements in (vi) were estimated to be CHF 1.6m in 2020 by the Red List Partnership (see IUCN Red List Strategic Plan).

ii. *The IUCN Green Status of Species*

Elements	IUCN Green Status of Species
Governance	The IUCN Green Status of Species is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	Operates in the same way as the IUCN Red List. Assessments, training, research and development are conducted collaboratively between IUCN and the Red List Partners. Green Status assessments are published on the IUCN Red List of Threatened Species website through a process that is managed by the IUCN Science and Data Centre.
Legal Status	Part of the IUCN Red List and all governance and decision making takes place within the Red List committee structure.
Use Conditions	<p>Approved by IUCN Council in 2020 as a new component of the Red List of Threatened Species.</p> <p>Green Status assessments are the world's first standardised method for assessing species' progress toward recovery. It recognises that although preventing extinction is the first critical step toward successful conservation, it is not the end goal. Rather, the true mark of success would be to recover species to the point where they can fulfil their ecological functions throughout their range - resulting in species that are not just surviving, but thriving.</p>
Costs of maintaining the current status	<i>See above in IUCN Red List of Threatened Species</i>

Elements	IUCN Green Status of Species
Needed or potential improvements	<ul style="list-style-type: none"> • SIS Connect is the primary mechanism used for importing and exporting assessments and data to and from external database systems, including Red List Partners and national Red List processes • Spatial data are well-integrated with tabular data, including through: i) development of a spatial data upload portal (incorporating quality checks and generation of metrics) and ii) the ability for users • The Red List API is maintained and improved so that it supports more advanced querying and manipulation of data, and improved spatial data outputs • Dynamic publication of assessments to the Red List website ensures that species assessments are published promptly post validation
Costs of the improvements	

iii. The IUCN Red List Index

Elements	Red List Index
Governance	The IUCN Red List Index is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	The Red List Index tracks trends in aggregate extinction risk over time. It is generated each November by the Red List Unit in the Secretariat, disseminated to National Statistical Offices for consultation through the IBAT Country Profiles, and finalised for submission to UNSD each February. Annual generation of the Red List Index will be largely automated under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project – a project the Secretariat invested significant efforts and resources to secure during the extremely busy period of the 2021 Congress.
Legal Status	Part of the IUCN Red List and all governance and decision making takes place within the Red List committee structure.
Use Conditions	<ul style="list-style-type: none"> • Widely adopted in different policy contexts, including for assessing progress towards the Convention on Biological Diversity's 2010 target and Aichi Biodiversity Targets, the UN Sustainable Development Goals (for which it is official indicator 15.5.1), the Convention on Migratory Species (and several of its daughter agreements), etc. • Recommended as headline indicator (A.3) for the Goals and Targets in the CBD's post-2020 Global Biodiversity Framework. • used in the regional, thematic and global assessments of the Integrated Science-Policy Platform on Biodiversity and Ecosystem Services, the Global Environment Outlook, Global Biodiversity Outlook and other assessment reports and processes.
Costs of maintaining the current status	An annual investment of approximately CHF 46k in staff time is necessary to generate the annual Red List Index, run the annual consultation by National Statistical Offices through the IBAT Country Profiles, and submit the final data, graphics, and storyline to UNSD. This annual investment may be halved with planned automation of the submission.
Needed or potential improvements	Mechanisms are built and implemented to automatically generate the Red List Index on demand, and serve it through IUCN Red List web services to relevant platforms.
Costs of the improvements	Within the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project, CHF 277k is planned for automating annual generation of the Red List Index and serving it through the Red List website.

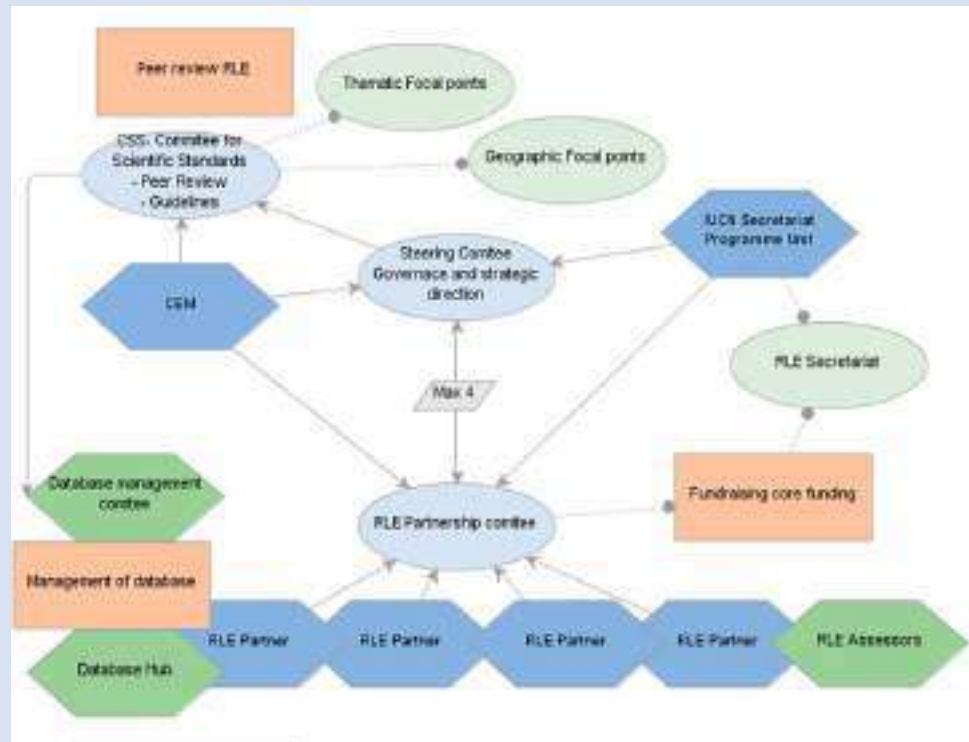
iv. *The IUCN Species Threat Abatement and Restoration*

Elements	Species Threat Abatement and Restoration (STAR)
Governance	STAR is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	The STAR metric uses global data from comprehensively assessed species groups on the IUCN Red List of Threatened Species to measure opportunities to contribute to species conservation goals, either by reducing threats or by undertaking restoration. STAR is served for commercial use through IBAT; its periodic generation and dissemination through an API from the Red List website will be largely automated under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project
Legal Status	A derived product from the IUCN Red List. It is framed through a series of peer-reviewed publications and does not have its own legal status.
Use Conditions	<ul style="list-style-type: none"> • Focuses on addressing the threats driving species extinction risk • Simple, standardised and scalable • Uses global data from comprehensively assessed species groups on the IUCN Red List of Threatened Species to measure opportunities to contribute to species conservation goals • Help businesses identify both opportunities and risks associated with their activities and value-chains. • Provide a basis for setting corporate “science-based targets” for biodiversity nature that contribute to global conservation goals.
Costs of maintaining the current status	STAR is a very new derived product; full financial evaluation of the costs of its maintenance and revenue generated are planned under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project. It is estimated that once the infrastructure for serving STAR through the Red List website is in place, it will require CHF 46k of staff time annually to maintain this; it is anticipated to generate annual revenue of several times this figure through its licensing for commercial use through IBAT.
Needed or potential improvements	<p>Development and implementation for automated re-calculation, updating, and maintaining STAR metric and serving it through web services to relevant platforms such as IBAT.</p> <p>A marine and freshwater layer is developed for the STAR metric, incorporated into the global heat map and published in the literature.</p> <p>Current and historical Area of Habitat (AoH) are incorporated into Red List species pages and mechanisms developed for streamlining input of spatial information, maintenance and recalculation of AoH.</p>
Costs of the improvements	Within the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project, CHF 199k is budgeted for automating generation and service of AoH through the Red List website, and a further CHF 202k for periodic generation and service of STAR through the Red List website.

v. *Red List of Ecosystems*

Elements	Red List of Ecosystems
Governance	Currently the RLE governance structure is composed of four informal bodies (i) RLE Partnership Committee, (ii) Committee of Scientific Standards, (iii) Database Management Committee, and (iv) RLE Steering Committee. The Steering Committee is composed of Chair CEM, Lead CEM RLE Thematic Group, Chair RLE Committee of Scientific Standards, Head, IUCN Biodiversity Assessment and Knowledge Team, IUCN Chief Scientist and RLE Partners.

Work processes & management



Legal Status

The RLE Partnership is based on a legal agreement between (i) IUCN, (ii) The University of New South Wales, Deakin University, Arizona State University, Provita, Wildlife Conservation Society, Coastal Oceans Research and Development – Indian Ocean and Conservation International (Colombia).

Use Conditions

At present there are two products within the Red List of Ecosystems

- Red List of Ecosystems Assessments
The IUCN Red List of Ecosystems is a tool to assess the conservation status of ecosystems. It is based on scientific criteria for performing evidence-based analyses of the risk of ecosystem collapse, including changes in geographical distribution and the degradation of the key elements of ecosystems. There are currently > 4000 ecosystem assessments across > 100 countries, mostly at the national levels. Currently, approximately 10% of these assessments are available publicly in a centralised database managed by Provita on behalf of the RLE Partnership (<https://assessments.iucnrle.org/>).
- Global Ecosystem typology
The IUCN Global Ecosystem Typology is a comprehensive classification framework for Earth’s ecosystems that integrates their functional and compositional features. This [new typology](#) helps identify the ecosystems that are most critical for biodiversity conservation, research, management and human wellbeing into the future and can be accessed [here](#). Through its [110 ecosystem functional groups](#) it provides the framework for completing an IUCN global ecosystem assessment.

Costs of maintaining the current status	The costs of maintaining the current status is CHF 69k annually (CHF9k database, CH30k assessments, CHF30k technical support from IUCN Secretariat). This is a fraction of the costs of completing, and maintaining, an IUCN global RLE assessment.
Needed or potential improvements	Key improvements identified for the RLE include: <ul style="list-style-type: none"> ● Improve RLE database capabilities to host spatial analysis and increase functionality including user experience ● Improve Global Ecosystem Typology database to host Level 4 units of IUCN Global Ecosystem typology, and allow user-friendly exploitation of results ● Importing existing assessments into the RLE database ● Integration of IUCN Global Ecosystem Typology in harmonised way with Ecosystem Accounting (UN SEEA EA) and Ecosystem Risk Assessment ● Improve map quality for ecosystem functional groups that are not up to standard Complete global assessment of full ecosystem functional groups and incorporation of these assessments into IBAT
Costs of the improvements	The minimum cost of improvement is CHF 250k for the database but the full estimated costs of implementing the suite of required changes for mapping (see Resolution 061) and assessments is CHF 17m ¹¹ .

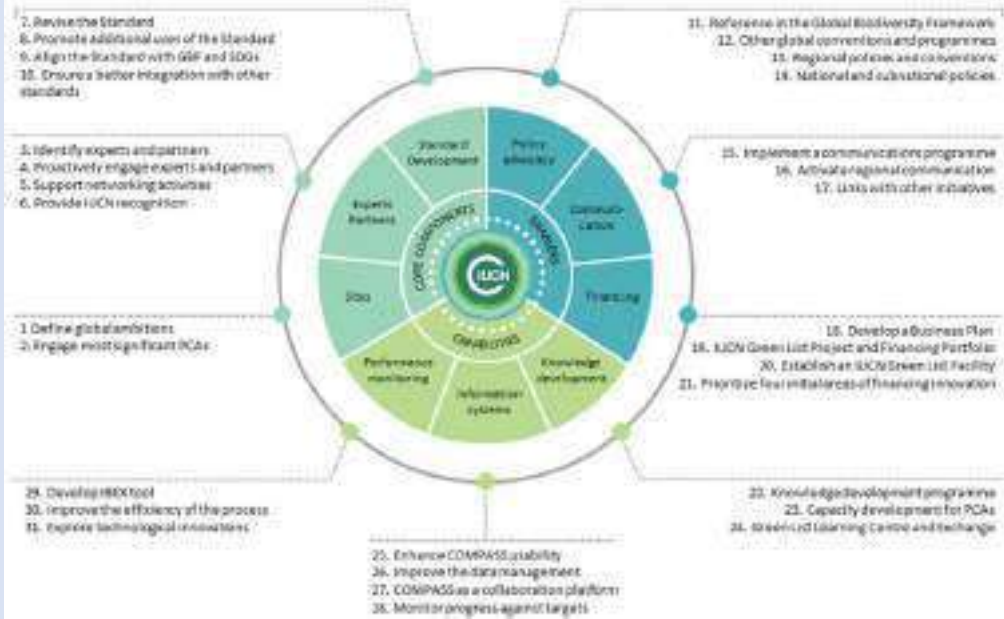
vi. *Green List of Protected and Conserved Areas*

Elements	Green List of Protected and Conserved Areas
Governance	<p>An independent evaluation is being undertaken of the governance and management arrangement for the IUCN Green List leading to recommendations to enhance these arrangements.</p> <p>Under the current arrangements, as set out in the IUCN Green List User Manual 1.2, the Green List Committee appointed by the Chair of the IUCN World Commission on Protected Areas oversees the review and maintenance of the IUCN Green List Standard and its adaptations in different jurisdictions, and governs the process for admitting sites to the IUCN Green List that achieve the Standard.</p> <p>The IUCN Green List Standard is the foundation of IUCN's work on enhancing the performance of protected and conserved areas worldwide to achieve effective conservation outcomes. The development of the Standard conforms to the ISEAL Codes of Good Practice: a global reference for standard-setting and impact evaluation for social and environmental sustainability standard systems. The Standard was approved by the IUCN Council in 2017.</p> <p>Appointed by the Chair WCPA, the co-chairs of the Green List Standard Committee appoint experts to maintain and review the Green List Standard and to ensure it reflects current scientific and technical best practice and remains relevant. The Standard Committee also provides technical review of any adaptations of the Generic Indicators proposed by Expert Advisory Groups (EAGs) in participating Green List jurisdictions and makes recommendations to the Green List Committee for approval.</p>
Work processes & management	Under the current arrangements, the Director General appoints the IUCN Green List Management Committee to coordinate implementation of Green List activities across IUCN. It oversees the strategic development and management of the IUCN Green List Programme, and ensures it achieves and maintains compliance with ISEAL Codes of Good Practice for standard-setting, assurance and impact assessment. The Management Committee sets the strategy and development plan for the IUCN Green List of Protected and Conserved Area Programme. It approves new jurisdictions in the IUCN Green List Programme, ensures that procedures for standard-setting, assurance, and impact assessment are ISEAL compliant, approves the User Manual, and guides and coordinates the implementation of projects involving the Green List across IUCN.

¹¹Full details of costing estimation developed in 2022 in Cambridge with the IUCN Secretariat and CEM. Optimistic scenario would require CHF 16.8m, if fragmented funding or addressing complex Functional Groups, this could raise up to CHF 49.3m

	<p>The main elements of the work flow for the Green List are the identification and commitment of a Green List jurisdiction, the establishment of an Expert Assessment Group (EAGL), and the compilation of a set of candidate sites. EAGLs are jurisdictional expert bodies convened by WCPA and approved by an assigned Reviewer. In practice most experts are members of WCPA, and if not, are encouraged to become members of WCPA. The primary tasks of an EAGL are to ensure that the IUCN Green List Standard is applicable in their jurisdiction and to evaluate PAs against the Indicators of the Standard. To satisfy their roles and responsibilities as described below, EAGLs need to understand the IUCN Green List Standard and follow the User Manual's rules and procedures. By signing a Declaration of Engagement and implementing its provisions, the EAGL members demonstrate that this is the case.</p> <p>Nominating sites compile all of the information that provides evidence of meeting all of the 17 criteria of the Green List Standard, and upload these on the Compass information system. When the dossier is complete, the EAGL reviews the dossier and evaluates whether the site meets the standard, and may refer the dossier back for further information if needed. The EAGL also conducts a field visit to verify the information provided, and makes a recommendation to the Green List Committee for listing. The recommendation may include time-bound conditions for listing. An independent assurer certifies whether all of the process steps needed have been undertaken.</p> <p>Capacity development is undertaken at all levels, to build understanding of the process of compiling and submitting a dossier, but also to ensure that those involved have the necessary competences to address all of the dimensions of the criteria. In practice, the purpose of the Green List is to use the Standard to diagnose the capacity needs to implement effective conservation practice in the jurisdiction. A further quality control step is being introduced to ensure that the dossiers are comprehensive, prior to their consideration by the Green List Committee.</p>
<p>Legal Status</p>	<p>The IUCN Green List of Protected and Conserved Area Standard is the property of IUCN.</p> <p>Related to the development of the IUCN Green List Standard and its Generic Indicators, IUCN publishes on the COMPASS information system, the names and affiliations of organisations, groups and/or individuals invited to comment on the IUCN Green List Standard and its Generic Indicators during each stage of its development or revision. It publishes the comments and a synopsis of comments received during review of the Standard and how these were taken into account. IUCN also publishes the decisions of the governance and management bodies, and any complaints received about the IUCN Green List Standard, its Generic Indicators and the Green List User Manual. IUCN similarly publishes all of the information relating to the adaptation of the Standard in a particular jurisdiction</p> <p>Regarding the information contained in the dossiers of candidate sites, whereas these remain the property of the nominating authorities, IUCN publishes the names, locations, conservation values, contact information of all PAs that are applying for, have been added to or have been removed from the Green List; a narrative summary of each PA in English and in the regional language; the EAGL and Reviewer recommendations on PAs in English; and brief biographies of the members of Expert Assessment Groups. In certain cases, only restricted access is provided to information on COMPASS concerning potential triggers and negative comments by PA stakeholders who request confidentiality, information covered by PA confidentiality agreements, information that is the subject of relevant national privacy or data protection legislation, and information that, if published, could jeopardise the conservation mission of the PA (e.g. PA actions on combating poaching).</p>
<p>Use Conditions</p>	<p>The Green List is currently being developed in 60 countries in all regions of the world, with the ambition of the Development Plan to expand this to 100+ countries by 2030, and to involve 50% (by area) of the world's protected and conserved areas. The main users of the Green List Standard are the authorities responsible for the governance and management of the world's protected and conserved areas, as well as their stakeholders and rightsholders, the governments and non-governmental organisations involved in their establishment, and the development partners and funders who support their enhancement.</p> <p>The Green List Community is a growing network of practitioners, experts, and partners in the regions, countries and jurisdiction where the Green List is being implemented. Although steadily growing, by 2021, there were approximately 60 countries committed, and in 43 of these, regional/national/subnational EAGLs have been established, and 500+ protected area professionals are contributing in a variety of volunteer roles, as experts, mentors and applicants). Implementation in jurisdictions is supported by 30+ implementing partners (public/private, academic/research organizations) and by IUCN Commission members, notably the IUCN Green List and Management Effectiveness Specialist Groups of the WCPA. Beyond the global figures, there is great diversity in the organization of the EAGLs and implementing partners in the countries, with different levels of centralization,</p>

	<p>types of institutions and expertise represented. The implementation of the Green List has also highlighted the increasing importance of mentors to help sites meet the standard and the need for greater support for volunteer experts to ensure quality control.</p> <p>The mobilisation of experts and partners is central for strategic growth of the Green List. Engaging 100+ countries and 50% of the world’s protected and conserved areas by 2030 will require the significant recruitment of experts and partners for IUCN, including experts from the IUCN Commissions and IUCN member organisations, e.g. the 200+ State and government agency members, local government, as well as 1200+ NGOs and indigenous people’s organizations. The IUCN Green List network of experts will be diverse in terms of skills and knowledge, representative of regions, and inclusive with effective participation of young professionals, women and indigenous people. These principles also apply to partners, by promoting different levels of partnerships, with governments, NGOs and the private sector.</p>
<p>Costs of maintaining the current status</p>	<p>The current status of the Green List is maintained through a project portfolio with a value in 2022 of between CHF 300-500K, which includes operational support for the management of all Green List activities as well as substantive implementation of activities in jurisdictions and sites.</p> <p>The Green List Development Plan estimates that the operational support component will increase with the numbers of jurisdictions and sites to approximately CHF 1,125,000 per annum by 2030. The plan is to offset these costs through revenues derived from projects and sites that cover the operational costs of implementing the Green List.</p> <p>It should be noted that maintaining the current status and readying the programme for scaling up requires the improvement of information management and other infrastructure, estimated to cost an initial investment of CHF750K.</p>
<p>Needed or potential improvements</p>	<p>The Green List Development Plan systematically describes the improvements required to scale up the number of jurisdictions and sites in the following aspects (elaborated in 31 actions in the diagram below). The full description can be found here with a useful summary in : Green List Development Plan starting on Page 205</p> <ul style="list-style-type: none"> • Sites • Experts and partners • Green List Standard Development • Policy • Communication • Financing • Knowledge management • Information systems • Performance monitoring

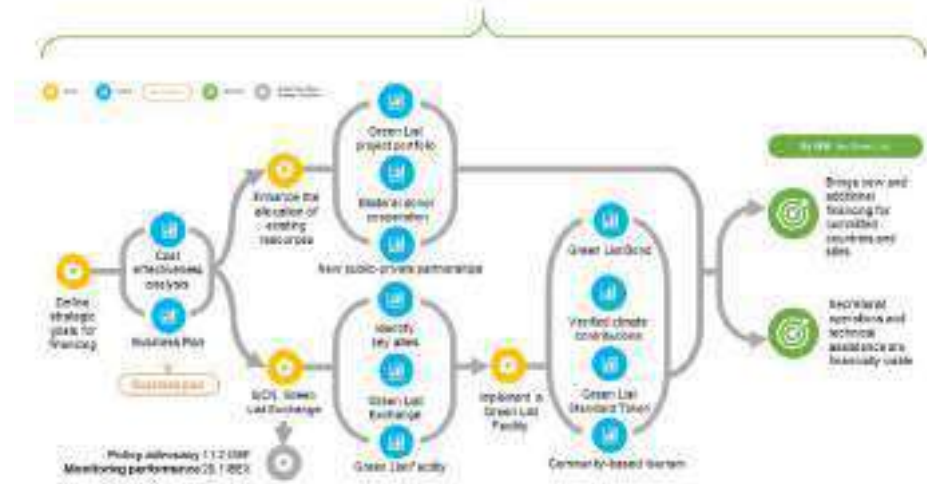


Costs of the improvements

The Green List Development Plan estimates the total cost of improvement to enable a fully-functional Secretariat and infrastructure to support implementation. It suggests that an initial capital investment of CHF 750K in 2022 is required and further investment totalling CHF 2.5m is required over the period to 2030.

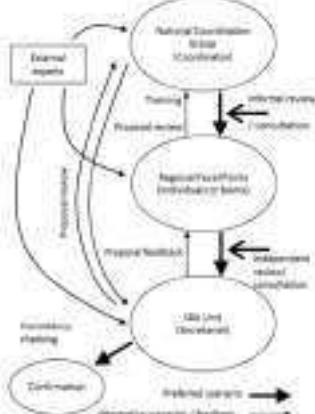
The main source of revenue for these improvements is through the operation of the GL programme itself, with sites paying a unit fee for the process of certification (and the costs for this coming from their own budgets or project support budgets in their hands or in IUCN's hands). But the Green List Development Plan also makes provision for a Green List Impact Bond, Verified Climate Contributions and a Green List Standard Token. The process for

Interconnectivity between actions



developing these is contained in the Development Plan.

vii. *Key Biodiversity Areas*

Elements	Key Biodiversity Areas (KBA)	
Governance	<p>The Key Biodiversity Areas Programme (https://www.keybiodiversityareas.org/working-with-kbas/programme) is governed by a Key Biodiversity Areas Partnership, under a Key Biodiversity Areas Partnership Agreement. There are 13 KBA Partners, including IUCN and BirdLife International designated as having permanent voting roles on the KBA Committee. IUCN has special responsibilities for maintaining the KBA Standard, and KBA Guidelines (version 1.2), and adjudicating appeals, through the IUCN SSC and IUCN WCPA -appointed Standards and Appeals Committee. BirdLife International has special responsibilities for maintaining the World Database of Key Biodiversity Areas.</p>	
Work processes & management	<p>The KBA workflow is visualised in Annex 2 of the KBA Partnership Agreement. In sum, identification process is undertaken at national levels through multi-stakeholder coordination groups, passes through regional review, for eventual publication in the World Database of Key Biodiversity Areas:</p>	
Legal Status	<p>The Key Biodiversity Areas Partnership Agreement provides the legal basis for the programme, including specifying IP arrangements in Annex 4. These then form the basis of the Terms of Use of the World Database of Key Biodiversity Areas.</p>	
Use Conditions	<p>The World Database of Key Biodiversity Areas is widely used by conservation organisations (not least, the KBA Partners, including >100 national organisations within the BirdLife and WWF national networks, many of them IUCN Members in their own right), national governments and intergovernmental agreements (KBA coverage by protected areas and other-effective area-based conservation measures is served as three official UN SDG indicators - 14.5.1 for marine, 15.1.2 for terrestrial and freshwater, 15.4.1 for mountains - and proposed as indicator 3.1 for the Post-2020 Global Biodiversity Framework), the private sector (its inclusion within the International Finance Corporation’s Performance Standard 6 drives extensive traffic to IBAT subscriptions from companies and pay-as-you-go reports from consultancies), and the general public.</p>	
Costs of maintaining the current status	<p>Juffe-Bignoli et al. (2016 “Assessing the Cost of Global Biodiversity and Conservation Knowledge” PLoS ONE) assessed the annual costs of maintaining the World Database of Key Biodiversity Areas as CHF 796k . In practice, the annual cash cost to each of the KBA Partners is currently approximately</p>	

	CHF 42k (currently reduced to CHF 23k with the Bezos Earth Fund investment in BirdLife International for comprehensive Key Biodiversity Area identification in the Andes and Congo).
<p>Needed or potential improvements</p>	<p>Full planned implementation of the Key Biodiversity Areas Programme are documented in the Key Biodiversity Areas Strategic Plan, encompassing seven result areas across a documented theory of change, as:</p>
<p>Costs of the improvements</p>	<p>Juffe-Bignoli et al. (2016 “Assessing the Cost of Global Biodiversity and Conservation Knowledge” PLoS ONE) assessed the one-time cost of reaching comprehensive global coverage as CHF 19.5m (mainly through National Coordination Groups), and the annual cost of maintaining the World Database of Key Biodiversity Areas as CHF 1.9m once this comprehensive global coverage has been reached.</p>

viii. Conservation Categories

Elements	Conservation Categories
Governance	The IUCN Guidelines for Protected Area Management Categories were first published in 1994. By Resolution IUCN WCC RES 3.048 a consultative process managed by a WCPA Task Force, and involving input from IUCN Commissions, IUCN Members and many stakeholders, the guidance, including the IUCN definition of a protected area, was revised and published in 2008, and remains current. IUCN WCC 4.035 adopted the IUCN protected area management categories as a basis for guidance and reporting on Aichi Target 11 of the Strategic Plan for Biodiversity 2011-2020. Further guidance on applying the system at national levels was added to the guidance in 2013.
Work processes & management	The IUCN Protected Area Management Categories are used in the reporting of protected areas to the World Database of Protected Areas, managed jointly by IUCN and UNEP World Conservation Monitoring Centre. Through a supplemental agreement between IUCN and UNEP WCMC, a joint work plan is managed for Protected Planet and its component databases, including the World Database on Protected Areas, maintaining information on, inter alia, the management categories of protected areas. Guidance on the use of the categories for reporting is contained in the User Manual . In practice, IUCN, WCPA and UNEP-WCMC address numerous questions from agencies and sites regarding the application of the categories.
Legal Status	The IUCN Guidelines on Protected Area Management Categories are published by IUCN and copyright is held by the IUCN. Their use in the World Database of Protected Areas is governed through the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on data and information pertaining to biodiversity and protected areas. Agencies reporting to the World Database on Protected Areas provide the information on protected area management categories in their jurisdictions in terms of a Data Contributor Agreement. This ensures that there is a written record of the data provider agreeing for their intellectual property (IP) to be included in the databases and the terms for which it is made available. The agreement specifically states how the data provided will be used and that redistribution or use of the data by third parties will be subject to the WDPA Terms of Use.
Use Conditions	<p>The World Database on Protected Areas (as a component of Protected Planet) enables a spectrum of users to access data for information-based decision making, policy development, and business and conservation planning. Businesses in a range of sectors including mining, oil and gas, and finance use the WDPA and associated databases to identify the biodiversity risks and opportunities of a given project. Conservation planners use the information to predict the outcomes of various proposals and focus on initiatives and areas that are most likely to result in positive impacts. The US Agency for International Development (USAID) uses the Millennium Challenge Corporation's (MCC) annual policy performance scorecards to inform decisions on allocations on funds; MCC uses the WDPA in its indicator to measure the effectiveness of policies related to Natural Resource Protection.</p> <p>In addition to serving as a business, conservation and aid investment planning tools, Protected Planet (see more below) provides the basis for monitoring and reporting on progress towards international environmental targets such as the Aichi Biodiversity Targets and the 2030 Sustainable Development Goals. Every two years, UNEP-WCMC releases the Protected Planet Report on the status of the world's protected areas and recommendations on how to meet international goals and targets.</p>
Costs of maintaining the current status	The costs of maintaining the IUCN PA Management Categories system relate mainly to the costs of providing technical advice on the use of the Guidelines. These costs are borne by volunteer experts of the IUCN World Commission on Protected Areas and by IUCN Secretariat staff. From time to time, IUCN Members and protected area management agencies request specific advice on the categorisation of a particular protected area. IUCN Secretariat or WCPA experts provide this advice. Where costs are involved, such as for a field visit, these are borne by the agencies themselves. The costs of incorporating the PA Management Categories into the WDPA and Protected Planet are better addressed in the context of the wider application of Protected Planet.

Needed or potential improvements	It has long been realised that all IUCN Secretariat staff, as well as WCPA members should possess a good understanding of the IUCN PA Management Categories (as well as the IUCN PA Governance Types). Several slide-show primers and MOOCs have been developed to provide this information. The availability and accessibility of training on the IUCN PA Management Categories could be improved. A more extensive suite of case studies could be provided to assist with capacity development. There is also a need to consider how the PA management categories could be applied to "other effective area-based conservation measures" where relevant. WCPA is planning to assess the need and opportunity to do so through a new Specialist Group or Task Force on definitions and standards.
Costs of the improvements	As was the case for the revision of the PA Management Strategies, the costs of workshops and consultations could amount to circa CHF 150k on a periodic (10 yearly basis). There are costs in making available the guidance in a broad spectrum of languages (probably CHF 10k per language), and for conducting training in a number of formats whether in-person or online (CHF 10k online to CHF 50k for group training in person. One-off costs for developing online training courses could amount to CHF 50k per course developed. Providing regular access to expert support by trained professionals would require appointing staff for this purpose. Volunteer experts could provide extensive support without compensation.

ix. *Protected Planet*

Elements	Protected Planet
Governance	<p>Protected Planet is an overall name given to a cluster of databases that inform the monitoring of the elements of goals for protected and conserved areas. These include the World Database on Protected Areas, the World Database on OECMs, the Global Database on Protected Areas Management Effectiveness, and the ICCA Registry. Protected Planet was conceptualised by IUCN and UNEP-WCMC within the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on Data and Information Pertaining to Biodiversity and Protected Areas. In addition to the component databases, Protected Planet allows for four dimensions to facilitate building and sharing knowledge:</p> <ul style="list-style-type: none"> • Deliver - The World Database on Protected Areas (WDPA) continues to be the authoritative and credible dataset of conservation areas globally. • Connect - Communication resources for interacting with key target audiences. • Analyze - Development of analytical tools and methodologies that can track progress in achieving biodiversity targets. • Change - Promoting implementation of biodiversity and environmental policies and best practice guidance. <p>The Supplemental Agreement provides for a Joint Programme Committee which serves as the oversight body for all activities under the Supplemental Agreement. It consists of a senior management representative nominated by each Party and up to four additional members nominated by each Party, including representatives of IUCN Commissions, for up to a total of ten JPC members. The senior management representatives of each Party co-chair the JPC. The JPC reports on its progress, and the progress of individual Joint Work Programmes, including that for Protected Planet, to the Executive Director UNEP and the Director General IUCN following JPC meetings, which are held annually. An important point of reference is that several decisions of the Conference of the Parties to the Convention on Biological Diversity request the support of IUCN and UNEP-WCMC to compile information on the status of protected and conserved areas, including several elements. CBD Decisions regarding Protected Planet .</p> <p>For example: COP X1/24, 2012 "Invites the UNEP World Conservation Monitoring Centre and its partners, including the World Commission on Protected Areas of the International Union for Conservation of Nature (IUCN), to continue to report progress towards achieving Aichi Biodiversity Target 11 and related targets through the Protected Planet Report".</p>

	<p>COP XIII/2, 2016 “Invites the International Union for Conservation of Nature and the World Conservation Monitoring Centre to work with Parties and other Governments to update the World Database on Protected Areas and also to contribute to the assessment of progress in the implementation of Aichi Biodiversity Target 11”.</p>
<p>Work processes & management</p>	<p>Protected Planet is a joint project between UN Environment Programme and the International Union for Conservation of Nature (IUCN). The compilation and management of the databases is carried out by UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), in collaboration with governments, non-governmental organisations, academia and industry. There are monthly updates of the data which are made available online through the ProtectedPlanet website where the data is both viewable and downloadable.</p> <p>Data and information on the world's protected areas, and the elements of the targets compiled through Protected Planet are used for reporting to the Convention on Biological Diversity on progress towards reaching the Aichi Biodiversity Targets (particularly Target 11), to the UN to track progress towards the 2030 Sustainable Development Goals, to some of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) core indicators, and other international assessments and reports including the Global Biodiversity Outlook, as well as for the publication of the United Nations List of Protected Areas. Every two years, IUCN and UNEP-WCMC releases the Protected Planet Report on the status of the world's protected areas and recommendations on how to meet international goals and targets.</p> <p>Guidance on the use of the Protected Planet databases are contained in User Manuals. All data contributed to the databases are managed through data contributor agreements, and no data are accepted without these agreements in place.</p> <ul style="list-style-type: none"> • For protected areas, the work flow is contained in the WDPA User Manual. • For OECMs, the work flow is contained in the WD-OECM User Manual. • The ICCA Registry collates information on Territories and Areas of Indigenous Peoples and Local Communities through a specific work flow. The ICCA Registry User Manual describes the work flow. • For protected area management effectiveness, the work flow is contained in the GD-PAME User Manual . This includes information on the PAME evaluations it contains, how these are collected, managed and distributed, and how the PAME information should be interpreted and used for analyses and research.
<p>Legal Status</p>	<p>Protected Planet is governed through the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on Data and Information Pertaining to Biodiversity and Protected Areas. Agencies and other contributors reporting information to the databases provide the information in terms of a Data Contributor Agreement. This ensures that there is a written record of the data provider agreeing for their intellectual property (IP) to be included in the databases and the terms for which it is made available. The agreement specifically states how the data provided will be used and that redistribution or use of the data by third parties will be subject to the Terms of Use of the databases contained in Protected Planet.</p>
<p>Use Conditions</p>	<p>UNEP-WCMC tracks use of the Protected Planet knowledge product. The Protected Planet website had over 1 million page views in 2022. While governments remain the Protected Planet Initiative's primary data providers, it also focuses on other stakeholders – both in their capacity as data providers to improve the data on non-state PCAs (specifically indigenous peoples, local communities and private actors), and in their capacity as data users. Users include:</p> <p>Data-contributors</p> <ul style="list-style-type: none"> • Parties to the Convention on Biological Diversity, and other national and sub-national governments (and bodies contributing data on their behalf, such as the European Environment Agency) • Governing authorities of PCAs (and bodies contributing data on their behalf) • International secretariats (and bodies contributing data on their behalf) <p>Users and Partners</p> <ul style="list-style-type: none"> • Parties to the Convention on Biological Diversity, and other national and sub-national governments

	<ul style="list-style-type: none"> • Governance and management authorities responsible for PCAs • International secretariats • Private and financial sector • Non-governmental organisations (NGOs) and inter-governmental institutions • Indigenous peoples and local communities • Educators • Media • Academics
Costs of maintaining the current status	UNEP-WCMC takes responsibility for the core operational costs of the Protected Planet suite of databases. Revenues are derived from commercial user licences, and from the Proteus Partnership as well as other donors. The Arcadia Fund is contributing significantly to Protected Planet costs between 2022 and 2026. Protected Planet costs around CHF 0.9m to run per year. IUCN has supported UNEP-WCMC with project funding, in particular through the European Commission-funded BIOPAMA programme to build the completeness and accuracy of the Protected Planet databases. The current commitment is for approximately CHF 500k over five years.
Needed or potential improvements	<p>At the last Joint Programme Committee, the following improvements were suggested in the medium term (to 2025).</p> <ul style="list-style-type: none"> • Deliver and enhance the core databases for Protected Planet PP Initiative: WDPA; WD-OECM; GD-PAME • Evolve to support the post-2020 Global Biodiversity Framework and continue to support SDGs • Deliver and enhance the Protected Planet website and communication materials. • Improve the accuracy and quality of data in the PP databases • Better integrate data on non-state PAs in the WDPA • Develop capacity on OECM data reporting • Collaborate with international secretariats to ensure relevant datasets are high quality • Collaborate to ensure the PP initiative is sustainably financed as UNEP-WCMC moves towards an open data policy • Incorporate quality metrics into Protected Planet <p>Plan for the future of Protected Planet Reports</p>
Costs of the improvements	UNEP-WCMC has a grant of CHF 4.6m to support the above improvements up to 2026. No cost estimates are currently available for the post-2026 period, and there is no direct call on IUCN to meet the financial needs of this knowledge product. IUCN and UNEP-WCMC have agreed as part of the Supplemental Agreement to jointly search for project funding support to sustain and improve Protected Planet.

x. *World Heritage Outlook*

Elements	World Heritage Outlook
Governance	WH Outlook is governed by the IUCN WH Panel, which is appointed under the mandate of the DG, and is composed of 12 members, who represent the different specialist groups of WCPA, SSC, Protected & Conserved Areas Team, and chaired by the Head of Heritage, Culture & Youth Team.

Work processes & management



<p>Legal Status</p>	<p>WH Outlook is prepared by IUCN consistent with our statutory role as Advisory Body, but is a wholly owned produce of IUCN, with IP entirely our own regarding the brand, methods and outputs. The States Parties whose sites are reported on are signatories to the WH Convention, and therefore are mandated to ensure the protection of WH sites. The WH Outlook is a complementary monitoring mechanism under the Convention to support States Parties in meeting their obligations.</p>
<p>Use Conditions</p>	<p>WH Outlook is aimed at a broad range of WH actors, particularly the site managers and management authorities to provide an independent assessment of sites as a complementary mechanism to the statutory reporting, but it can also be used by NGOs and SOs to support any site-or policy-level activities.</p>
<p>Costs of maintaining the current status</p>	<p>Contract with the web developer for the maintenance of the WH Outlook website is CHF 20k /year, however the significant costs will be the next report scheduled for 2025 and thus fundraising plans are needed from 2023. The costs of producing the next edition of the report are estimated at a minimum of CHF 592k over the period 2023-25 (CHF 2,467 per natural WH site), but the programme could also be scaled up from this figure.</p>
<p>Needed or potential improvements</p>	<p>Significant improvements were made to the WH Outlook in its last update in 2020, particularly on its site assessment modules. Outlook Think-Tank sessions were organised following the launch of WH Outlook 3, in which some suggestions for improvements included linking Outlook to Green List.</p>
<p>Costs of the improvements</p>	<p>Improvements will be considered as part of the next update in 2025, and therefore the cost of the improvement alone cannot be costed for separately. In 2023 we are intending to transition Outlook to be more fully integrated with the IUCN Green List Standard and potentially take advantage of economies of scale.</p>

xi. *Natural Resources Governance Framework*

Elements	Natural Resources Governance Framework
<p>Governance</p>	<p>The Natural Resource Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive, and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. The overarching goal of NRGF is to set standards and guidance for decision-makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature’s benefits, following good governance principles, such that improved governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability. The NRGF builds on and complements the governance-related work of multiple IUCN Centers, Offices, Commissions and Members. The overall NRGF initiative is co-convened by the IUCN Center for Society and Governance (former Global Programme on Governance and Rights-GPGR) and the IUCN Commission on Environmental, Economic and Social Policy (CEESP). Custody of the NRGF is supported by a Working Group.</p>
<p>Work processes & management</p>	<p>The NRGF was conceived in 2013, and has developed through three phases: research, consultation, and conceptual development; consolidation; and testing of diverse ways it can be used.</p> <p>Pilot uses include:</p> <ul style="list-style-type: none"> a) Assessing strengths and challenges in governance of a context or system and identifying pathways for change; b) Analysing ways to align / enhance environmental governance-related approaches and tools; c) Analysing ways that conservation activities / projects can enhance how governance principles are addressed. <p>The NRGF includes guidance tools and processes, and is built on a central framework with principles, criteria, and cross-cutting values to inform natural resource governance.</p> <div data-bbox="907 826 1765 1327" data-label="Diagram"> </div>

Legal Status	The NRGF is a knowledge product published and produced by IUCN, under correspondent copyright: © 2021 IUCN. ISBN: 978-2-8317-2161-3. DOI: https://doi.org/10.2305/IUCN.CH.2021.16.en The framework is an open source resource available online. Operational agreements include collaboration with IUCN Commission on Environmental, Economic and Social Policy (CEESP) and the IUCN CEESP NRGF Working Group.
Use Conditions	The NRGF provides an organizing framework that diverse stakeholders and rights-holders can use to assess and understand natural resource governance issues relevant to their contexts, and identify — through participatory processes — the actions needed to improve governance for equitable, rights-based, and effective conservation. The framework has a wide range of potential users and audiences, including conservation practitioners, Indigenous Peoples and local communities, policy makers, civil society organisations and others with an interest in better understanding and improving natural resource governance. The framework and other complementary elements and resources (such as resources for assessments of governance systems and contexts; assessments of natural resource projects, programmes and actors; and assessments of and alignment with other natural resource governance-related tools) will be updated and developed on an ongoing basis.
Costs of maintaining the current status	Maintaining current status does not imply additional costs.
Needed or potential improvements	As outlined in the Conservation as a pathway for good governance IUCN project, potential improvements include to specify NRGF interactions and complementarity with IUCN Environment and Social Management Standards (ESMS), and assessing and validating the desirability of upscaling the NRGF towards a global standard on governance, building upon the solid foundation of the framework, in collaborating with CEESP, the Working Group and the diverse range of individuals and organisations who contributed to its development over time.
Costs of the improvements	Estimated amount of CHF 350k-450K in a 2-3 years period, including coverage of staff time, consultancy services and consultation process.

xii. Urban Nature Index

Elements	Urban Nature Index (UNI)
Governance	<p>In Hawaii, 2016, IUCN Members voted to establish an ‘Urban Alliance’ (WCC 2016 Res 029) charged with “incorporating urban dimensions of nature conservation into the work of the IUCN.”</p> <p>In September 2018, IUCN launched the Urban Alliance – a broad coalition of IUCN constituents working towards “a world in which nature thrives in cities, delivering solutions to multiple environmental, social and economic challenges.” With the financial support of Arcadia – a charitable fund of Lisbet Rausing and Peter Baldwin, the IUCN Urban Alliance committed to developing an IUCN Urban Nature Index (UNI) to measure the ecological performance of cities. The UNI was intended to bring together existing tools, data sources and indicators to create a single coherent yet flexible tool of value for local governments.</p> <p>In Marseille, 2021, IUCN Members adopted two relevant motions: one to strengthen the Urban Alliance (WCC 2020 Res 067); and another to create a new membership category for subnational governments (WCC 2020 Dec 138). IUCN Members also adopted the Marseille Manifesto comprising a bold commitment “to expand universal access to high-quality green spaces and to enhance urban biodiversity in 100 cities, representing around 100 million citizens by 2025, and assess their impact according to the IUCN Urban Nature Index.” To date, over 30 cities have expressed their intention to implement the IUCN Urban Nature Index. Meanwhile, the Nature 2030 IUCN Programme comprises a prominent ‘Impact Target’ to ensure “Nature and people thrive in cities while delivering solutions to urban challenges and a sustainable ecological footprint.”</p>

	<p>As a response, in 2022, IUCN DG selected the Strategic Investment “Realizing the Urban Opportunity”, where the strategy for the Urban Nature Index future development must be rolled-out, including services the Union may offer for cities, for instance setting science-based targets for urban ecological performance building other standard and key knowledge products of IUCN (Red lists, STAR), validation and/or verification of ecological performance (results), standard/quality assurance.</p>
Work processes & management	<p>UNI built through 2 consultation phases, involved CSO, municipalities and IUCN Commissions and builds on other well-established tools. UNI guidance document currently going through peer-reviewing while the online platform of UNI shall become available in three languages by the end of January 2023.</p> <p>Urban team to finalize a toolbox that would improve cities’ understanding of IUCN knowledge products. For instance, NbS Standard, ROAM could help assess opportunities for urban NbS, design and verify them. Panorama can help cities learn from each other, including through on-site workshops.</p>
Legal Status	<p>IUCN owns Intellectual Property of the Urban Nature Index and is therefore responsible for publishing and updating the Urban Nature Index guidance documents. The maintenance of the UNI web-platform is also under full responsibility of IUCN, UNEP-WCMC will host the platform until February 2023 (end of current consultancy for the web-platform development).</p>
Use Conditions	<p>UNI will be the first biodiversity monitoring tool that offers a platform for cities to communicate on their results. UNI indicators are strongly aligned with IUCN threat classification scheme and would therefore allow reporting on threat calibration at urban level for cities to report their contributions to address biodiversity loss in accordance with IUCN approach to nature-positive development (red list of species and ecosystems).</p> <p>While the use of the UNI platform would be granted for free to cities, training and validation of results (by assessing adherence to UNI instructions) are services expected to be provided by IUCN secretariat and strategic partners, including members and commission experts.</p> <p>Based on UNI early application in IUCN-ORMACC, it appears cities are looking for IUCN expertise to assess the following indicators: Animal species, plant species, connectivity, and invasive species. Commissions experts (especially SCC) would be ideally positioned to support cities for these indicators.</p>
Costs of maintaining the current status	<p>Hosting, support and maintenance costs of UNI web-platform is estimated at CHF 9.8k /year. On-going support for addressing questions and reviewing results submitted by cities through UNI requires a minimum of 0.5 FTE of 1 programme officer (P1) (app. CHF 29k) with oversight from the programme coordinator (0.1 FTE – CHF 8357). Considering other indirect costs, maintaining current status would require a total of CHF 54k.</p>
Needed or potential improvements	<ul style="list-style-type: none"> • First proceed with a market analysis by defining the need, scope and requirements for developing a standard for ecological performance, considering UNI as a foundational basis: currently, authorities can choose different levels of assessment (partial to full) based on the city’s capacity. A market analysis and an internal stakeholder consultation could help define the extent of the assessment required for a certification scheme. • After starting engagement with cities in 2022 in both Europe (Berlin, Paris, Marseille) and Mexico, Central America and the Caribbean’s (City of Guatemala, Mexico, Comitán de Domínguez, Curridabat, Panamá) through IUCN Regional offices, IUCN will consolidate its work in those regions as well as expanding in other strategic zones, such as North America and Asia during 2023. In 2024, other regions (South America, Africa, Eastern Europe) shall be approached to provide global coverage by 2025. • Another opportunity for improvement is to develop a target-setting module in line with IUCN approach to nature positive development, where targets for urban ecological performance would be set according to main threats affecting ecosystems and species assessed through the Red List. • Positioning of Urban Nature Index as a flexible tool, which scope may be adapted to cities capacities, as a complementary monitoring tool for platforms that support cities in registering their actions for nature (i.e. City With Nature Action Platform, Nature Contribution Platform, Restoration Barometer). • Establishing a standard: based on the results of the market analysis, development of IUCN approach to nature positive metrics, and other complementary initiatives (NbS Standard) and work with cities, a decision will be made on whether creating a standard for verifying progress toward urban nature-positive development, considering the Urban Nature Index a foundational effort, is desirable.

Costs of the improvements	Considering the development of consultation, a market analysis and potential development of a standard for verifying cities ecological performance, a target-setting module for urban nature-positive development and/or additional guidelines for applying NbS in cities, would require an additional CHF 172k per year (2023-2025) considering staff time, external services and indirect costs.
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xiii. *Restoration Barometer*

Elements	Restoration Barometer
Governance	<p>The Restoration Barometer is a <u>project</u> funded by the government of Germany’s International Climate Initiative. It is managed by the Forest and Grassland Team/Centre for Conservation Action with the active participation of the donor BMUV. Many other IUCN teams provide strategic inputs, including the Ocean team, Species Conservation Action team, Red List of Species Team, Urban Alliance and others in the IUCN network. The donor (BMUV) is a very active partner who provides inputs on and endorses the overall strategic direction and any changes in it.</p> <p>The Barometer project was first funded in 2016 as the Bonn Challenge Barometer - a progress-tracking framework and tool to support pledgers in meeting the critical need to assess and report on the implementation of national and subnational forest landscape restoration (FLR) pledges made under the Bonn Challenge. <u>The Barometer protocol</u> was launched in 2017 and further refined with in-depth application in five countries – Brazil, El Salvador, Mexico, Rwanda and the United States – in 2018. Additionally, in-depth application was begun in Sri Lanka. A rapid application of the protocol was undertaken in 13 additional countries to provide a broad snapshot of progress, which was presented in a report <u>in 2019</u>.</p> <p>By this point it was very clear that there was broad demand from countries for the Barometer. More than 50 countries have endorsed the Barometer via regional declarations (Astana, COMIFAC, Dakar, Lilongwe). Most recently the Government of Canada endorsed the Barometer upon announcing a 19 million ha pledge to the Bonn Challenge during COP15 and upon the publication of the Restoration Barometer <u>2022 report</u>, including data from 18 countries.</p> <p>In 2021, in recognition of the adoption of the UN Decade on Ecosystem Restoration and reflecting the interests of both IUCN and the donor, the applicability of the Barometer was expanded to all terrestrial ecosystem types including coastal and inland waters. In light of these changes, the tool was rebranded as the Restoration Barometer. This expansion was underpinned by the development of IUCN’s <u>Restoration Intervention Typology</u> for Terrestrial Ecosystems, building on IUCN’s Typology of Ecosystems and involving a wide range of IUCN teams, commission members and other experts.</p> <p>In addition, a new user pathway was opened under the Barometer for companies as a pilot involving 30 companies working with the World Economic Forum. Decisions about the strategic direction of the Barometer are recommended by IUCN and taken in partnership with the donor BMUV.</p>
Work processes & management	<p>The process for the application of the Barometer has changed from 2016-2019 to current times, for a number of reasons including that limitations caused by COVID revealed and encouraged other effective modalities. In the beginning applications in countries were enabled and supported through consultative processes to gather and validate data that could take a year. This was not sustainable and the donor was not interested in funding such a burdensome process. At the same time, country demand for the Barometer sky-rocketed, causing real capacity challenges.</p> <p>For all of these reasons the Barometer process changed to the following workflow:</p> <ul style="list-style-type: none"> • Gathering of data for the authority responsible for implementation of a restoration pledge • In-country validation of that data • Review of the data by IUCN regional colleagues • Posting of the data on the RB website • Presentation of highlights and trends in a report (most recently December 2022). <p>The RB can monitor progress on ANY hectare-based restoration pledge, including under the Decade on Ecosystem Restoration and now Target 2 of the GBF.</p>

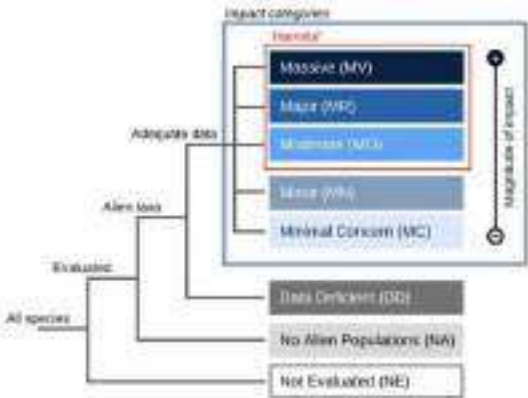
	<p>There are 8 indicators, which were developed in consultation with the first pilot group of countries as well as IUCN experts, and since refined, in partnership with other teams in IUCN, including for example the Species and Economics teams.</p> <p>The private sector pilot in 2022 has secured data from 30 companies which will be presented jointly with the World Economic Forum in January 2023. The data lives on the website and can be updated any time by participating countries (and companies), providing a real time picture of real progress. A project manager is assisted by a team built for purpose of about 30 global, regional and country colleagues under the overall guidance of the Head of the Forest and Grassland team.</p>
Legal Status	<p>As indicated above, the legal status of the Restoration Barometer is an IUCN project funded by BMUV. The project was to end in January 2023 but a no-cost extension was secured to June 2023, at BMUV's suggestion, to enable adequate time to consider funding for the next phase of activity. Barometer reports are published in the name of IUCN "with the support of BMUV".</p> <p>IUCN has IP rights over the data. Participating governments sign data consent forms. By choosing to report on restoration progress by submitting data to the Barometer, governments and companies are volunteering to make information public about the nature of the progress they are making on restoration. When the private sector pathway moves from the development of company profiles to the submission of data on the dashboard/website, companies will be signing data consent forms.</p>
Use Conditions	<p>By Q2 2023, the Restoration Barometer website will show data from more than 35 countries. It is expected to continue to the end of the Decade on Ecosystem Restoration in 2030, reporting on progress in at least 1 billion hectares of ecosystem restoration.</p> <p>The main users are the governmental authorities responsible for the implementation of restoration commitments, be they in country NDCs, Bonn Challenge pledges, Decade on ER flagships, or other restoration pledges. Thirty companies who have made 1t.org restoration pledges are also now applying the Barometer. Governments and companies provide data. They sign data consent forms. IUCN owns the IP. IUCN packages the data and makes it available on an open-source basis.</p>
Costs of maintaining the current status	<p>The costs of maintaining the Restoration Barometer pertain – at the most basic level – to the maintenance of the website, which is covered by project funding. On top of this, the donor supports country applications – more specifically IUCN staff time to develop capacities in countries, provision of technical advice (e.g. the "Guides" to the RB), collaboration with other platforms (e.g. RESTOR with its project level data), and promotion of the Barometer and the results of its applications.</p> <p>Basic maintaining (without additional full applications or improvements but some rapid applications) costs around CHF 98k/yr, covered by the project.</p>
Needed or potential improvements	<p>Next steps for the Barometer – rather than improvements per se – include:</p> <ul style="list-style-type: none"> • Further country and company applications. • Further functional linkages with the Contributions for Nature platform (A member of the Quality Assurance Management team has been supported specifically to do this.) • Addition of the private sector pathway to the website. • Further development of linkages to reporting under the GBF target 2 on restoration.
Costs of the improvements	<p>A functioning secretariat and infrastructure to support implementation (support to users, development of guidance as needed, development of periodic reports) will require an investment of about CHF 750k in 2023 and an estimated investment of CHF 2.8m to 2030.</p>

xiv. EcoLex

Elements	ECOLEX
Governance	<p>ECOLEX is an information service on environmental law, operated jointly by FAO, IUCN and UNEP. Its purpose is to build capacity worldwide by providing the most comprehensive possible global source of information on environmental law. This unique resource, which combines the environmental law information holdings of FAO, IUCN and UNEP, seeks to put this information at the disposal of users world-wide, in an easily accessible service, employing modern technology.</p> <p>IUCN Members passed several resolutions related to the IUCN Environmental Law Centre library and ECOLEX e.g. Jeju: WCC-2012-Res-130-EN ECOLEX – the Gateway to Environmental Law -- inviting the IUCN Director-General to continue and increase IUCN support and contributions to ECOLEX. Currently, the ELC Library’s collection contains more than 90,000 items; more than 40,000 of those are in ECOLEX.</p>
Work processes & management	<p>As part of the recently completed thematic programme restructure, the HQ Library, ELC Library and ECOLEX became part of the Knowledge Management and Library team in the Centre for Science and Data. As part of this team, the IUCN Libraries and Library services will work together to curate and makes easily accessible all relevant conservation knowledge produced by the IUCN Secretariat, Membership, and Commissions – and beyond – to IUCN staff, members and the broader conservation community; manage all physical literature collections, preserve and disseminate IUCN archives and publications, and create and maintain metadata and knowledge-based taxonomies.</p>
Legal Status	<p>To join forces and combine the strength of the three organizations therefore made eminent sense, and while cooperation in this field between UNEP and IUCN was firstly mandated by the Governing Council of UNEP in 1995, it is in 2001 that a Partnership Agreement was signed by FAO, IUCN and UNEP for the integration of their data, and of FAOLEX into ECOLEX.</p> <p>The resulting combined information resource is the largest available on environmental law globally, with over hundred thousand references to relevant documents already being available on the web.</p> <p>ECOLEX contains copyrighted material and/or other proprietary information and thus, are protected by intellectual property agreements and copyright laws and regulations worldwide. This User Agreement sets forth the terms and conditions of a license for users to use ECOLEX.</p>
Use Conditions	<p>The ECOLEX database includes information on treaties, international soft-law and other non-binding policy and technical guidance documents, national legislation, judicial decisions, and law and policy literature. Users have direct access to the abstracts and indexing information about each document, as well as to the full text of most of the information provided.</p> <p>What is now available on the web (www.ecolex.org) owes much to a project funded by the Dutch government, which ascertained the feasibility of a joint service, and set the stage for the implementation of the resulting partnership between FAO, IUCN and UNEP. This joint service is now being further refined and developed by the three partners to best meet the needs of the user.</p> <p>The users will be granted a license to use, download and print the materials contained in ECOLEX solely for non-commercial purposes and in accordance with this User Agreement, provided that users do not alter or remove any copyright symbol or other identification concerning authorship of any of the materials contained on or otherwise made available in ECOLEX. FAO, IUCN and UNEP and their licensors are the sole and exclusive owners of all right, title and interest, including trademarks, copyrights, trade names, trade secrets and other intellectual property rights, contained in the data and software of ECOLEX.</p>
Costs of maintaining the current status	<p>The persistent reduction of core funding support over the years have also jeopardised IUCN’s capacity to fulfil its role as an ECOLEX partner.</p> <ul style="list-style-type: none"> • Staff, Documentation Officer, Library (P1) -- 100% = CHF 90k/year (calculated started from mid-level as indicated by HR Bonn, based on figures for 2023) • ECOLEX IT support (external), incl. necessary framework upgrades, hosting and basic system maintenance (external) = CHF 15k/year
Needed or potential improvements	<p>ECOLEX must be maintained, refined and further developed with a view to serving the end users as efficiently as possible. In this context, the long-term objectives of ECOLEX in building capacity worldwide are as follows:</p>

- Maintain, refine and develop the environmental law databank and its related information and resources;
- Present these data in a user-friendly format, facilitating searches for references and full texts through the development of multilingual retrieval possibilities (English, French, Spanish);
- Provide global access to the database in an efficient and cost-effective manner;
- Address the special needs and access problems of users;
- Develop a distributed network of associates, at regional and national level;
- Develop special ECOLEX products and services aimed at increasing knowledge and building capacity in environmental law at the local, national and regional levels; and
- Expand the consortium of partners of ECOLEX.

xv. *IUCN Environmental Impact Classification of Alien Taxa (IUCN Global Invasive Species Database)*

Elements	Environmental Impact Classification of Alien Taxa	Global Invasive Species Database
<p>Governance</p>	<p>The Environmental Impact Classification for Alien Taxa (EICAT) is the IUCN global standard for measuring the severity of environmental impacts caused by animals, fungi and plants living outside their natural range. This tool alerts scientists, conservation practitioners and policy makers to the potential consequences of alien species, guides the development of prevention and mitigation measures, and assists in the prioritisation of management actions.</p>	<p>The Global Invasive Species Database is a free, online searchable source of information about alien and invasive species that negatively impact biodiversity. The GISD aims to increase public awareness about invasive species and to facilitate effective prevention and management activities by disseminating specialist's knowledge and experience to a broad global audience. It focuses on invasive alien species that threaten native biodiversity and natural areas and covers all taxonomic groups from micro-organisms to animals and plants.</p>
<p>Work processes & management</p>	<p>EICAT can be applied at the national, regional and global levels. All global EICAT assessments will be published on IUCN's Global Invasive Species Database.</p>  <p>The diagram illustrates the EICAT assessment process. It starts with 'All species' on the left, which branches into 'Evaluated' and 'Not Evaluated (NE)'. 'Evaluated' further branches into 'Adequate data' and 'No Alien Populations (NA)'. 'Adequate data' leads to 'Impact categories', which are divided into 'Invasive' (with sub-categories: Massive (MV), Major (MG), Moderate (MO), Minor (MI), Minimal Concern (MC)) and 'Data Deficient (DD)'. A vertical arrow on the right indicates the 'Magnitude of Impact' increasing from Minimal Concern to Massive.</p>	<p>GISD is managed by the Invasive Species Specialist Group (ISSG) of the IUCN Species Survival Commission. It was developed between 1998 and 2000 as part of the global initiative on invasive species led by the erstwhile Global Invasive Species Programme (GISP). The GISD database structure including the GISD interface and presentation of information underwent an update in 2004/2005 supported by the NBII of the USGS. In 2013/2014 the GISD underwent a major redesign with support from the Abu Dhabi Environment Agency, the Italian Ministry of Environment and ISPR - the Institute for Environmental Protection and Research, Italy. This redesign aimed at better presentation of data and information, enhanced search and download function, inclusion of information components focused on key areas such as Threatened species, Islands and Protected Areas. Crucially the redesign facilitated the inclusion of key identifiers such as IUCN Red List species codes, WDPA (World Database of Protected Areas) codes, ISO country codes etc. that allow seamless integration with allied databases such as the IUCN Red List of Threatened Species and the WDPA, as well as other invasive species resources. The</p>

		<p>most recent restructure took place in 2021 and 2022 to incorporate the results of Environmental Impact Classification for Alien Taxa (EICAT) assessments.</p>
<p>Legal Status</p>	<p>Resolution WCC-2016-Res-018-EN Toward an IUCN standard classification of the impact of invasive alien species was adopted at the 2016 IUCN World Conservation Congress. This Resolution requested the SSC to develop EICAT, and to consult with all relevant stakeholders within the Union to inform this process. It also requested that the SSC integrate the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8. Additionally, the Resolution requested IUCN Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above had been completed, as the Union’s standard for classifying alien species in terms of their environmental impact.</p>	
<p>Use Conditions</p>	<p>Invasive alien species are one of the main drivers of biodiversity loss and species extinctions, and one of the most serious and rapidly growing threats to food, health and livelihood security. EICAT is a key tool for prioritising alien species that could lead to the most harmful environmental impacts, helping to make the best use of resources to prevent or limit their negative consequences.</p> <p>The EICAT Categories and Criteria provide a simple, objective and transparent method to classify alien species into one of eight categories, according to the severity of their environmental impact. This is determined by the extent to which native species are affected and whether the impact is reversible.</p>	<p>The GISD focuses on invasive alien species that threaten native biodiversity and natural areas. It covers all taxonomic groups from micro-organisms to animals and plants in all ecosystems. GISD have targeted some of the worst invasive species by consulting with international experts and analysing available data to identify species with serious impacts on biological diversity and/or human activities, and their illustration of important issues surrounding biological invasion.</p> <p>The life blood of the GISD flows from the generous contribution of invasive species information by ISSG members and invasive species specialists and programmes all over the world. They share their knowledge for the good of us all and their names appear as reviewers, principal sources and contact people on each species profile.</p>
<p>Costs of maintaining the current status</p>		<p>The development of the GISD, and population and enhancement of content over the past decade and more has been supported through key partnerships with the erstwhile National Biological Information Infrastructure (NBII) of the United States Geological Survey (USGS), University of Auckland- New Zealand, Manaaki Whenua-Landcare Research- New Zealand, and Critical Ecosystem Partnership Fund (CEPF). Additional financial support has been provided by The Global Environment Facility (GEF), La Fondation d’Entreprise TOTAL, US Fish and Wildlife, The Pacific Development and Conservation Trust, New Zealand Aid, the Terrestrial and Freshwater Biodiversity Information System (TFBIS) Programme (NZ), Taiwan Biodiversity Grant, Biodiversity Research Centre Academia Sinica (BRCAS), IUCN French Committee, United Kingdom Overseas Territories Programme (UKOT). The GISD until 2014 was hosted by the University of Auckland, New Zealand; with the launch of the revised GISD.</p>

<p>Needed or potential improvements</p>		<ul style="list-style-type: none"> • Links to/data integration with the Global Register of Introduced and Invasive Species (GRIIS) to ensure that the distribution information mobilized for GRIIS is reflected in the species accounts of the GISD. • Investment is needed to update and increase the number of invasive alien species accounts on GISD, which can be prioritised through the EICAT assessment process. • Links to the IUCN Red List of Threatened Species also need to be updated/improved.
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xvi. *Global Register of Introduced and Invasive Species*

Elements	Global Register of Introduced and Invasive Species
<p>Governance</p>	<p>The Global Register of Introduced and Invasive Species (GRIIS) was developed as a concept and prototype by the IUCN SSC Invasive Species Specialist Group (ISSG) in 2006 as part of a project undertaken for the Defenders of Wildlife on the Regulation of Live Animal Imports into the United States. The concept was revisited and expanded by the ISSG to address Aichi Biodiversity Target 9 and support its achievement. GRIIS hosted by the ISSG compiles annotated and verified country-wise inventories of introduced and invasive species. Development and population of the GRIIS was undertaken by the ISSG within the framework of activities of the Information Synthesis and Assessment Working Group of the Global Invasive Alien Species Information Partnership (GIASIP). The GRIIS was previously hosted by ISPRA (Italy) and is now hosted/run by La Trobe University in Australia.</p>
<p>Work processes & management</p>	<p>A summary of the process</p> <ul style="list-style-type: none"> • The compiler team will conduct a comprehensive lit review of authoritative and credible source information and develop a draft annotated country inventory of introduced and invasive species. • Annotations include species name (accepted name and synonym if used by the source), higher taxonomy, environmental/system in which the species occurs, biological status (provenance and invasiveness-evidence of impact), • Country editor/editors are identified and consulted with for advice including knowledge of any key resources • The draft inventory is posted on the GRIIS website and also as a checklist on Global Biodiversity Facility (GBIF). • Draft inventories are submitted to country editors for a review for both accuracy of information and for any significant gaps. Revisions are implemented based on feedback. • Every species record includes a check (indication) if the status has been verified as feedback is received. In cases where 'evidence of impact' information is gathered from peer-reviewed literature or reports; the species status will be considered 'verified' • Names of the editors as well as the complete reference list of sources consulted is recorded. Updates will be implemented six-monthly including change in status of species or any new records
<p>Legal Status</p>	<p>The development of the Global Register of Introduced and Invasive Species (GRIIS) is an initiative supported by the Secretariat of the Convention on Biological Diversity (CBD) and is implemented within the framework of the Global Invasive Alien Species Information Partnership. The IUCN SSC Invasive Species Specialist Group is the project lead. The resource will be a support to Parties to make progress to Achieve Aichi Target 9 -in the development of their National Biodiversity Strategy and Action Plans, their National Invasive Alien Species Strategy and Action Plan, target setting and monitoring.</p>

Use Conditions	<ul style="list-style-type: none"> • The data are supplied only for conservation purposes, scientific analysis or research. • The recipient of the data will provide a full and appropriate acknowledgement and citation in any materials or publications derived in part or in whole from the data; relevant citation details will be provided with each dataset. For any publications making substantial use of the data, IUCN Invasive Species Specialist Group (ISSG) welcome the opportunity for co-authorship, collaboration and to comment prior to publication. • Reproduction of the dataset or products derived from it, either whole or in part, for commercial purposes is prohibited without prior written permission from a representative of IUCN ISSG.
Needed or potential improvements	<p>Investment is needed to improve the search functionality and data access on the GRIIS site</p> <p>Investment is also needed for the continued updating of the country checklists, and other data associated with the records (e.g. pathways, impacts).</p>

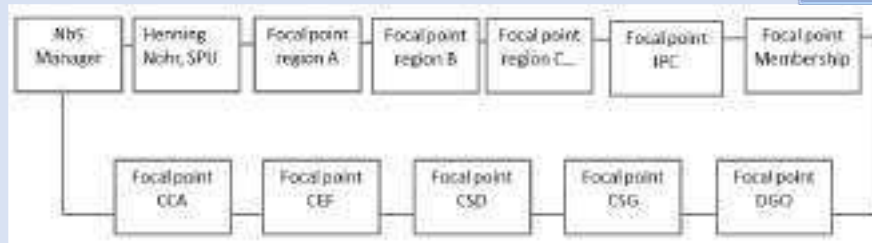
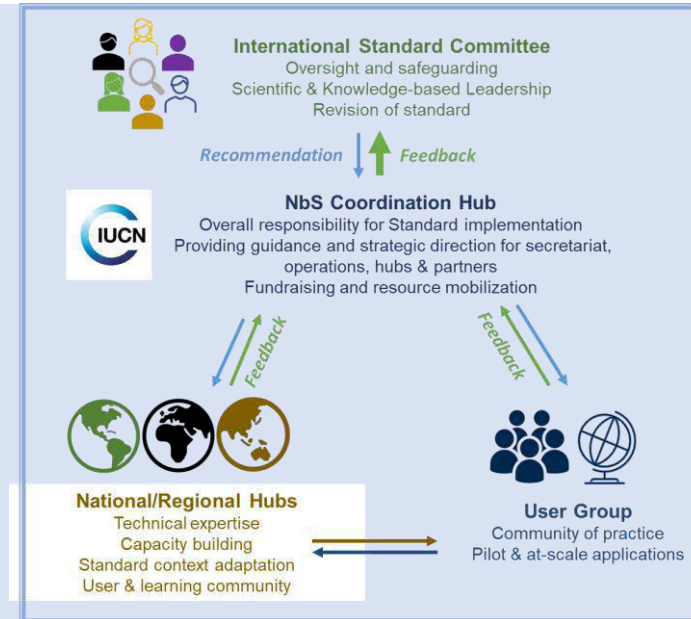
xvii. *Nature based Solutions Standard*

Elements	NbS Standard
Governance	<p>IUCN is the originator of the NbS concept. Building on the past 2-3 decades of experiences with ecosystem management approaches, IUCN launched the formal definition of NbS1 - “actions to protect, sustainably manage and restore natural or modified ecosystems, that address societal challenges (e.g. climate change, food and water security or natural disasters) effectively and adaptively, simultaneously providing human well-being and biodiversity benefits” in 2016. Following this, IUCN authored and launched a global standard for NbS in 2020. The standard launch triggered several major outcomes for financing, policy, knowledge and capacity, as well as implementation. IUCN Headquarters, regional, sub-regional, outposted and country offices are currently, actively supporting policy and implementation of NbS globally, regionally and across about 108 countries. Daily demands for NbS technical support, policy advice, best practices, information on financing NbS and capacity building are received from Governmental agencies, the private sector, civil society, donors and research or higher education entities.</p> <p>The IUCN Global Standard on Nature-based Solutions is the foundation of IUCN's work on providing a framework for design, implementation and monitoring and evaluation of NbS interventions. The development of the Standard conforms to the ISEAL Codes of Good Practice: a global reference for standard-setting and impact evaluation for social and environmental sustainability standard systems. The Standard was approved by the IUCN Council in 2020.</p> <p>The center of the governance system of the NbS Standard is IUCN's International Standard Committee (ISC), which aims to guide the robust application of the IUCN Global Standard for Nature-based Solutions, oversee proactive learning based on practitioner experience, and lead periodic revisions in line with ISEAL best practice guidance. The Standard will undergo reviews every four years, with changes endorsed by the IUCN Council. In fulfilment of its mandate, the ISC will liaise with the three other affiliate bodies of the Standard's governance structure:</p> <ul style="list-style-type: none"> • Science and Knowledge Committee that is responsible for the scientific oversight of the Standard, providing the scientific and knowledge-based evidence behind their revisions, and setting and exploring a research agenda; • User Group that drives the learning and feedback for evolving the Standard through lessons learnt from applications; • National/Regional Hubs that support the adaptation of associated guidance for the Standard to the local context.
Work processes & management	<p>The IUCN Global Standard is developed in joint collaboration with the IUCN Secretariat and IUCN Commissions, in specific the Commission of the Ecosystem Management (CEM). IUCN Headquarters, regional, sub-regional, outposted and country offices are currently, actively supporting policy and implementation of NbS globally, regionally and across about 108 countries. Daily demands for NbS technical support, policy advice, best practices, information on financing NbS and capacity building are received from Governmental agencies, the private sector, civil society, donors and research or higher education entities. The IUCN CEM Nature-based Solutions Thematic Group is also working on developing and improving the knowledge base on NbS. It is helping to better integrate NbS in</p>

planning and decision-making, and developing practical tools to be implemented on the ground, to address global societal challenges. An NbS Management Hub/Group will also be established in 2023 to enable dedicated capacities to rollout NbS knowledge, products and services.

The IUCN Global Standard on NbS is available in eight languages and is also accompanied by a [guidance](#) document and an assessment tool, which has been developed to enable Standard users to assess the adherence of their intervention against the IUCN Global Standard for NbS. The assessment tool is the centre-piece in the different services IUCN provides to the different sectors who seek assistance in regards to NbS.

NbS Management Group below:



The International Standard Committee (ISC) provides the scientific, local and Indigenous knowledge-based leadership of the Global Standard for Nature-based Solutions (NbS Standard).

The International Standard Committee is the guardian of the NbS Standard, its integrity and its evolution. The purpose of the ISC is to (1) **ensure the general oversight and safeguarding** of the NbS Standard and its criteria and indicators based on the ISEAL code for Standard Development, (2) periodically lead consultations to review the Standard, in the light of current scientific and technical best practice, and make recommendations for any necessary modifications to the IUCN Director General, (3) advise on the **best** (scientific, traditional, local and Indigenous Peoples-based) **knowledge** available, as well as most **recent policy developments**, to be considered in the Standard’s evolution and ongoing improvement.

	The ISC regularly liaise with the NbS Coordination Unit, who will ensure clear lines of communication with the IUCN NbS secretariat and operations teams, National & Regional Hubs and with the User Group to.
Legal Status	The IUCN Global Standard for Nature-based Solutions lists the Criteria and Indicators, as adopted by the 98th Meeting of the IUCN Council in 2020. The centre of the governance system of the NbS Standard is IUCN's International Standard Committee (ISC), which aims to guide the robust application of the IUCN Global Standard for Nature-based Solutions, review the Standard every four years, oversee proactive learning based on practitioner experience, and lead periodic revisions in line with ISEAL best practice guidance. The Standard and its accompanying guidance document are available for public access through IUCN library. However, the assessment tool is only available through registration at the IUCN User Group. IUCN is also in partnership with several certification schemes for the certification on NbS interventions in accordance with the IUCN Global Standard for Nature-based Solutions. Under this NbS certification system entities from the public and private sectors interested in obtaining certification of their NbS intervention, will be able to apply for certification through one of several existing sustainability certification schemes recognised by IUCN. IUCN is currently working on launching a pilot of the certification scheme on NbS in 2023, in partnership with the Gold Standard.
Use Conditions	The rapidly growing IUCN Global Standard for NbS User Group shows highest levels of demand coming from NGOs and research institutes, as well as business, for access to the self-assessment tool of the Standard. The analysis from over 1600 registrations of the User Group shows that the main societal challenges in demand are "Environmental degradation and biodiversity loss" and "Climate change", followed by "Economic and social development", "Disaster risk reduction" and "Water Security". IUCN tracks the interest in NbS through the data from the IUCN User Group. Data from over 1800 registrations from 148 countries shows that the main societal challenges in demand are "Environmental degradation and biodiversity loss" and "Climate change", followed by "Economic and social development", "Disaster risk reduction" and "Water Security". The demand is mostly from non-governmental organizations (23%), followed closely by research institutes (22%) and the private sector (20%).
Needed or potential improvements	To leverage the range of roles as business opportunities, IUCN will focus on the following priorities – <ul style="list-style-type: none"> • Develop and implement communication and marketing strategies to promote IUCN products on NbS – definition, standard, self-assessment tool. Public sector market is still expanding, in some instances, quite rapidly and IUCN's first objective must be to remain a central player in this field, including through the provision of relevant tools, knowledge, expertise and overall leadership to ensure investments are well informed and that NbS potential is fully leveraged; • Develop tools, analysis and service agreements (e.g ongoing with Canada, France and the United Kingdom) to ensure public sector expenditure aligns with IUCN standards, thereby creating conditions and benchmark for private sector to follow. A clear pathway needs to be established for IUCN to support public and private sector markets for NbS, while maintaining and protecting its competitive advantage on NbS. • Operationalise the certification scheme, which will further enforce IUCN's definition and standard. • Expand IUCN's Professional trainings on NbS to cover different sectors and themes. There is a lack of knowledge management strategy to manage existing knowledge and identify existing gaps in expertise and staff knowledge. • Internal alignment and adherence to the IUCN NbS value proposition across the organisation (consistent use of tools, standard, NbS platform, etc). A mapping of technical expertise, skills and knowledge within the Secretariat will be carried out to establish both, availability and gaps. Staff may need training and upskilling in some areas of NbS service provision.
Costs of the improvements	An investment allocation 2023 is planned for NbS, the funding priorities for the investment include: Business Developer, Marketing & Branding Officer, IUCN's landmark NbS event conceptualisation and execution, Pilot testing IUCN NbS Regional hubs, Finalised NbS prospectus, NbS series of dialogues and events, Legal expertise to finalise IUCN's IP ownership, with a total investment around CHF 600k. IUCN NbS group has received an investment of 750K from the DGO to support the above improvements in 2023. Cost estimates are currently available for the various improvements needed across the Secretariat and the roles IUCN can potentially play within the NbS arena, which needs prioritisation within the available budget. A summary of these actions and roles are:

- Knowledge provider: Providing technical assistance for the design, implementation and monitoring and evaluation of NbS interventions
- Executor: Prioritizing, monitoring, and managing all of the applicable project constraints: schedule, cost, scope, quality, and resources
- Capacity builder: Developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to adapt, design and implement NbS.
- Prospector: Working with customers governmental agencies/NGOs/Private sector to identify potential market search
- Implementor: An intermediary between an investor and other market participants. This includes intermediating among investors, legal authorities, and implementors/contractors.
- Investor: Resource mobilization and committing capital with the expectation to eventually receive financial returns
- Public Affairs: Policy alignments and regulatory frameworks – Mobilising and providing access to scaled-up NbS finance
- Certification: Ascertains whether the intervention meets the criteria of IUCN Global Standard on NbS (In partnership with existing certifying schemes)

Annex 6: IBAT Strategy 2022-2027 Executive Summary

Vision

Authoritative biodiversity data results in organisations taking positive action for nature

Mission

IBAT provides data, tools and guidance that help organisations act on biodiversity related risks and opportunities, and generates sustainable funding to support biodiversity datasets

Purpose

What does IBAT do?

IBAT changes business' behaviour by:

- Shaping decisions about where businesses operate
- Shaping decisions about how businesses operate in sensitive locations
- Guiding businesses in identifying opportunities for positive action on biodiversity
- Providing a sector specific and actionable understanding of exposure to biodiversity related risk
- Increasing the efficiency of business processes (saving time and money)

IBAT generates revenue to invest in biodiversity data, contributing to the long-term sustainability and update of global public good biodiversity datasets.

How does IBAT do it?

- Provides fast, easy and integrated access to globally authoritative, critical biodiversity information
- Provides actionable and operational insights that are relevant to a user's business case, transforming data into knowledge
- Delivers an intuitive and evolving tool that is equally useable by technical and non-technical users alike
- Delivers first class user support via a dedicated IBAT secretariat
- Powers other decision support tools, platforms and indices through robust and scalable APIs and data delivery services
- Leverages the knowledge and expertise of the IBAT Alliance partners
- Relies on the IBAT Alliance partners to leverage their networks, relationships and reputation to advocate for IBAT
- Helps alignment between business action and civil society and governments, by providing a common data foundation that is accessible to all

IBAT prioritises businesses that are having the largest negative impacts on biodiversity and are looking to take positive action to address those impacts. This includes businesses that could influence the actions of many actors.

IBAT focuses on the following sectors:

- Minerals and metals extraction, oil and gas, infrastructure, renewable energy (with large direct physical impacts on biodiversity)

- Finance (including ESG data providers and insurance)
- Food and soft commodity production (including supply chains)

What problem are we solving?

Biodiversity continues to be lost through economic activity that is unable to appreciate or measure the impact businesses are having on biodiversity. IBAT provides businesses with actionable information that allows them to identify nature related risk and reduce that loss.

Current state of IBAT

The IBAT platform currently has two main components; i). the delivery of raw biodiversity data provided through direct download or APIs, and ii). bespoke risk screening reports that provide aggregated biodiversity information.

IBAT provides access to spatial information in an accessible way and is useable by the full spectrum of technical and non-technical users. At the end of 2021, IBAT was used by 135 organisations and now has 10,000 registered users on the platform. The total revenue for 2021 was \$1.83 million, an ~36% increase from 2020. However, IBAT could improve its value-added services and automation throughout the platform, while tracking its user-base for better insights and service.

IBAT in its current form is a good product fit for businesses with large direct physical impacts on biodiversity and has reasonable market penetration in this area. IBAT currently has users in some financial sectors (Development Finance institutions, Export Credit Agencies), and limited presence in food and soft commodity production. While there are several promising partnerships incorporating IBAT into third party tools targeting expanded reach in the finance sector, these are currently in the development stage. Further development will be needed to expand into the finance and food and soft commodity sectors.

IBAT therefore needs to move beyond the provision of biodiversity data into providing actionable and valuable knowledge and insights to remain relevant in the current marketplace and expand its impact. This will require increased investment in IBAT.

Strategic Goals

5 Year Goals (2027)

1. Impact

IBAT's knowledge products are being used by a minimum of 20 out of the top 100 companies in identified key focal sectors. IBAT is being used as a key platform to track commitments to disclosure, reporting and progress towards nature positive targets.

2. Investment

IBAT has a sustainable long-term investment model, weighted towards investment in data (~10% innovation, <30% operational, >50% investment in data). IBAT is investing a minimum of \$1 million in each dataset in 2027. A core part of IBAT's revenue is generated through strategic partnerships (IBAT inside approach).

3. Growth

IBAT has a stable growth rate with the appropriate support mechanisms in place (30% growth rate in 2022-2024, 20% growth rate 2025-2027).

The first phase of the implementation of the IBAT strategy will invest to remove barriers to growth (such as security, lack of automation, etc.) and develop key knowledge products and insights. There are 5 milestones for this phase from 2022-2024, as explained below.

3 Year Milestones (for 2022-2024)

1. Increased investment in IBAT infrastructure, operations, and innovation (2022-2023)

Investment in the IBAT platform to create a robust, automated, scalable technical platform. Investment in sector specific knowledge products that provide actionable and operational insights.

KPIs:

- Increased technical support capacity (one additional IBAT technical officer, 2 additional contract developers) by mid-2022 that allows IBAT to develop new data insights and added value, while supporting existing users
- Creation of an innovation pipeline for new product development by mid-2022
- \$2 million invested in IBAT Innovation by 2024 prioritising security, new knowledge products, automation and user tracking features. This might include additional investment in individual datasets to function optimally with new infrastructure and security features.

2. Growth in revenue (2022-2024)

IBAT achieved exceptional growth in revenue of ~37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat. IBAT will explore the use of commission-based salespeople to help fuel the growth of IBAT.

KPI:

- Annual growth in revenue to \$2.2 million by the end of 2022, \$2.7 million by the end of 2023 and to \$3.5 million by the end of 2024

3. Expanded reach and collaboration (2022-2024)

IBAT achieves impact by influencing business' behaviour. This is measurable both by the uptake of IBAT by an increasing number of subscribers and users, and by the adoption of sector specific knowledge products.

KPIs:

- 30% increase in number of subscribers by 2024 (175 subscribers)
- 30% increase in number of users by 2024 (1,300 users)
- 20% of revenue derived from collaboration with ESG data providers by 2024

4. Increased influence & impact (2023)

IBAT plays a key role in helping the private sector meet requirements of the Taskforce for Nature Related Financial Disclosures, Global Reporting Initiative, Science Based Targets Network and Post-2020 Global Biodiversity Framework

KPIs:

- IBAT has developed 3-5 new knowledge products by 2024 that enable businesses to respond to the post-2020 GBF and other policy/regulatory requirements, SBTN guidance, as well as reporting and disclosure frameworks such as the TNFD, GRI, SFDR and EU Taxonomy
- IBAT expressly mentioned in guidance provided by TNFD, GRI and SBTN by 2024
- Sector specific knowledge products being used by 50% of subscribers in key focal sectors (direct physical impact, finance, food and soft commodity production)
- IBAT's knowledge products are being used by a minimum of 10 out of the top 100 businesses in identified key focal sectors by 2024.
- Collection of 10 case studies from IBAT subscribers, detailing how they use IBAT and how it has changed behaviour

5. Evaluate IBAT Inside (2023)

IBAT will continue to explore the incorporation of IBAT's datasets into third party tools and platforms as a mechanism to increase both IBAT's impact and revenue. While several promising agreements have been reached in 2021, it will be important to evaluate their ongoing performance.

KPIs:

- Streamline the data request process by establishing a pricing model for [onward] data distributors by 2023
- Undertake evaluation of revenue sharing agreements in 2023

6. Continued investment in IBAT's core datasets (2024)

Investment in datasets remain an essential purpose of IBAT. Investment will continue at 2021 levels to 2023 and will increase from 2024 onwards.

KPI:

- Investment in data to remain constant at \$150,000 per dataset for 2022 and 2023
- Minimum investment of \$250,000 per dataset in 2024

IBAT Investment

Investment in IBAT will fall under two broad categories: infrastructure and operations, and innovation.

Infrastructure and Operations

Investment in infrastructure and operations is aimed at removing barriers to growth within the IBAT platform. To meet the ambitious goals of this strategy IBAT needs a robust, automated, and scalable

technical platform. These investments will help streamline IBAT's internal processes, making it easier to onboard new clients and support the increasing number of IBAT subscribers. Such investments may include:

- External review of IBAT's security posture and implementation of suggested findings
- Certification against commonly used security standards
- Review of IBAT's commercial license agreement, and general terms and conditions
- Review of IBAT's technological architecture, and investment in core technologies (e.g. databases, APIs, development tools)
- Investment in IBAT Alliance partner infrastructure to improve data update process
- Development and deployment of improved tooling within the IBAT platform to capture user insights
- Investment in marketing and sales capabilities (commission-based salespeople, marketing expertise)
- Investment in IBAT secretariat (capacity building or expansion) to support current and future subscribers

The IBAT manager will oversee investment in infrastructure and operations, supported as appropriate by the IBAT secretariat and sub-committees, and reported to the IBAT Governance Committee.

Innovation

Investment in innovation is aimed at generating new knowledge products for the IBAT platform. These knowledge products could take several forms:

- Improvements in existing reports (e.g. incorporation of updated critical habitat layer into PS6 report, calibrated STAR report)
- Bespoke reports targeting new sectors, helping them measure and manage biodiversity related risks (e.g. renewables specific risk screening report, agricultural supply chain report)
- Bespoke reports aligned with the evolving nature related reporting and disclosure landscape (e.g. SBTN report, GRI 306 report)
- Guidance documents helping businesses understand how IBAT can help them on their biodiversity journey (e.g. guidance on how to use STAR to align with the post-2020 global biodiversity framework, guidance on appropriate boundaries to select for an Area of Influence for different sectors)
- Incorporation of new or derived datasets

New product development will be tracked in IBAT's innovation pipeline. To populate this innovation pipeline, IBAT will draw on the expertise and ideas of the IBAT Alliance partners and potentially external organisations (e.g. existing IBAT clients, TBC).

IBAT will rely on Alliance partners to generate and develop ideas for incorporation into IBAT. IBAT will provide funds to partners to ideate and develop products – once sufficiently developed, the IBAT secretariat will implement the products within the IBAT platform, guiding products through the piloting, feedback and release process.

Role of the IBAT Alliance

The roles of the IBAT Secretariat and Alliance in relation to the IBAT Strategy are outlined below:

1. IBAT Manager

The IBAT Manager is responsible for the implementation of the IBAT Strategy, and the management of the IBAT Secretariat. They will oversee the investment in innovation, consulting as appropriate with the IBAT sub-committees and referring significant investment decisions to the IBAT Governance Committee. They will be responsible for developing and overseeing the innovation pipeline. Progress against the IBAT Strategy will be regularly reported to the IBAT Governance Committee.

2. IBAT Secretariat

The IBAT Secretariat is responsible for the daily implementation of the IBAT Strategy. These responsibilities include maintaining and improving the IBAT product, supporting existing IBAT users, outreach to potential new users, invoicing of existing IBAT clients and reporting on investment expenditure. The IBAT team will implement new products within the IBAT platform once they have been sufficiently developed. The IBAT secretariat may expand in coming years to accommodate the anticipated growth of IBAT.

3. IBAT Governance Committee

The IBAT Governance Committee will oversee the IBAT Manager and help shape the direction of the IBAT Strategy. They will exercise decision making authority on large investment decisions in alignment with the strategy. They will act as the primary focal point for their respective IBAT Alliance organisation.

4. IBAT Technical Sub-Committee

ITeC will assess the technical feasibility of potential new products and provide guidance on implementation decisions. They will play a significant role in decisions regarding investment in infrastructure.

5. IBAT User Sub-Committee

UsCo will ensure that potential new products in IBAT will suit the needs of new/existing IBAT users. They will play a key role in helping IBAT achieve its growth targets (milestones 2 and 3), by identifying business development opportunities, introducing IBAT to contacts in key sectors, ensuring IBAT is well known throughout their respective partner organisation, and integrating IBAT into corporate partnerships where possible.

6. IBAT Scientific Advisory Committee

The IBAT Scientific Advisory Committee will ensure that potential new products in IBAT are scientifically robust before implementation into the IBAT platform.

IBAT Alliance partners

IBAT is the product of the IBAT Alliance, a unique collaboration model between four global conservation organisations – BirdLife International, Conservation International, IUCN and UNEP-WCMC. The IBAT Alliance partners support IBAT by hosting the IBAT secretariat and providing a variety of supporting functions (legal, financial, administrative etc.) For the IBAT Alliance to achieve its shared

strategic goals, it will need the continued support of the IBAT Alliance partners. Under this new strategy, there are additional opportunities for further engagement with IBAT in two key areas:

7. Innovation

IBAT Alliance partners have a deep understanding of the core IBAT datasets, and expertise in how they should be used appropriately to support a nature positive agenda. IBAT Alliance partners, through funding provided by IBAT, will play a key role in brainstorming, prioritising and developing knowledge products that the IBAT secretariat can implement in the platform.

8. Influence

The IBAT Alliance partners have extensive name recognition and reach. IBAT Alliance members are involved in key discussions regarding policy and regulatory frameworks, including TNFD, GRI, SBTN and Post 2020 global biodiversity framework. IBAT Alliance partners, through their participation in such discussions, will leverage their networks, relationships, and reputation to advocate for IBAT, particularly in areas such as technical working groups. The IBAT secretariat and sub-committees will ensure there are robust feedback loops in place, to ensure consistent messaging between the IBAT Alliance partners and to help guide IBAT's ongoing product development.

109th Council meeting, Gland, 23-25 May 2023
**Agenda Item 6: Strategy for Knowledge Products and
Strategy for the IUCN Academy**
Comments on the future of IUCN capacity building

**1. Summary comments of the INITIATIVE FOR THE FUTURE OF IUCN
CAPACITY BUILDING- CEM**

CEM comments are based on an extensive consultation to the Steering Committee and leaders who participated in the development of the NbS Standard and other relevant knowledge products.¹

The new document focuses on capacity building of IUCN members, which is a new focus vs conservation education generally which is what it was proposed since 2021. However, as the report notes, general education is neither a strength nor a mandate of IUCN, and it is an area well covered by many other accredited educational institutions. The document mixes Capacity Building and Education through the text, which makes difficult to separate both in our comments.

The mechanism for feedback on the IUCN Academy is not clear or is absent. There is need for a mechanism for assessment of impact of the training courses, to find out among the stakeholders (policy makers, practitioners) in conservation of nature if conservation objectives are being better fulfilled as well as the expected outcomes, also identify any gaps in the courses. The mechanism would thus provide the opportunity to capitalise on new findings in the subject areas for incorporating into the course content.

The rationale/argument for having an IUCN Academy is a tautology in this report. It is essentially using the existence of the Academy as proof of the value of the Academy. It does not meet the requirements provided in Council's Decision, which was to provide a clear argument for the institution, its values and the benefits that would accrue.

This report notes that there are probably thousands of knowledge products on offer in the realm of conservation and development that span a wide spectrum of social and natural sciences. It does not tell us what would set IUCN aside as the top source in the market. Looking at the institutions that provide learning services and their knowledge products at different geographical scales, e.g., local, provincial, national, and international, would be beneficial in understanding the feasibility of IUCN establishing an Academy or an IUCN Capacity Building strategy. Both concepts are used indifferently through the text.

It is regrettable that this document was developed without strategic context, sufficient consultation with IUCN constituents, including IP, user needs analysis or competent business planning.

IUCN has an historical presence – we have been at this longer than other conservation institutions. IUCN has a presence on every continent and many countries with local leadership through which we have gained a depth of on-the-ground experience and understanding of how conservation action can

¹ Angela Andrade; Liette Vasseur, Pamela McElwee; Cara Nelson; Bernal Herrera; Steve Edwards; Emmanuelle Cohen Schacham; Shalini Dhyani; Doris Mutta; Jonathan Hughes, and some others who provided general comments.

be achieved in local contexts. IUCN is skilled at deriving lessons from our work that provide authority and guidance in policy and law; inform decision-makers and advance the science and practice of conservation. A process to explore and identify these institutional attributes that sets IUCN aside from the population of existing knowledge delivery actors is essential to understanding our niche.

To explore the feasibility of IUCN establishing a facility to provide learning opportunities, it would be best to start by looking at those opportunities/characteristics of IUCN that set it aside from all other institutions engaged in conservation/development. With those opportunities in mind in the context that “form follows function” it would be possible to assess what IUCN could do that is truly unique and possibly supportive of all other learning vehicles. Whatever IUCN does in the learning/capacity building area it should not be competitive, but rather supportive of other activities valued that are already established.

There is no sense of the ‘quality assurance’ that the academy is going to provide to what were previously more ad-hoc capacity building activities of the commissions. Is this a solution in search of a problem? Why does capacity building need to be centralized? The document doesn’t provide much justification for this.

It’s not clear from the document if non-IUCN members are still going to be charged for some training (since it is mentioned that 50% of the one profitable course were non-IUCN members who took the NBS course). The portfolio of different types of content that would be on the learning management system don’t seem to have been developed through a needs assessment as requested by council.

We have no sense of who the Academy members are and their training. Nor does the document clarify how content for the training is to be offered, which was a primary concern raised last year. Especially since the first part of the document focuses on capacity building for IUCN members, It is not clear how the Academic partners will be involved. The focus on intellectual property but not on selection and decision about who and how will develop training materials remains unclear. The vague reference to ‘quality assurance standards’ don’t mean anything – will there be both internal and external evaluations (as is the case for all typical educational institutions). Having had one person evaluate the NbS course is a small sample. The academy academic partners are also not identified in terms of their role, which remains unclear.

We shouldn't underestimate the cost side of doing this properly. Production standards will need to be very high to protect our reputation and the administration of the Academy will require significant investment. Financial planning and projections therefore needs careful scrutiny by Council.

Once there is a good grasp of IUCN’s relevant strengths, there is need to articulate how the institution will use these strengths to provide a service that serves both a marketplace and IUCN’s mission.

Specific comments:

A. Rationale:

- In the introduction, there is no recognition that the primary source of concepts and actions that today form the core contributions to the Union's programme were derived from the Commissions. Each Commission, through the inherent engagement of specialists in multiple disciplines from around the world, has delivered some of the most important achievements on which IUCN's reputation has been built. Without the Commissions the IUCN would not be the international leader in the field of conservation that it is.
- No reference is made to the specific value-added offerings of the Commissions nor any attribution to the substantive content Commissions have made in the delivery of the courses that have already been offered. This reflects a fundamental naiveté in understanding of the depth and scope of the contributions the Commissions have made.
- There is a permanent confusion between capacity building vs education. Both terms are used indistinctly.
- It does not address the core question posed in the Council Decision regarding what added value IUCN can bring to the development and delivery of that knowledge.
- While the statutes provide IUCN with the authority to address the areas listed (grow the number of professionals trained in the field of nature conservation) they do not specifically authorize establishment of an Academy. Again not clear if we are talking about education or capacity building.
- The project portfolio cannot be seen as the critical resource for building capacity. IUCN's members – governments, government agencies and International and national NGO – are not lacking in capacity at the level referenced. Neither are IUCN's Commissions. That capacity is being built around specific conditions that may or may not be relevant in other circumstances.
- The role of the commissions and the advisory board is not clear. Who will be reviewing the proposed courses? The process for evaluation of courses is not rigorous enough to ensure high course quality.

B. Feasibility Study

- The proposed model lacks a strong understanding of this ecosystem. Things are moving fast for open access and open science, within UNESCO, EU, Canada, USA, from public data, publications, and education materials.
- Until there is sufficient clarity in what prospective clients would want and be willing to pay for it is not possible to address the feasibility of the endeavor.
- Citing "more than 3,000 accounts" presumably associated with the Academy (?), are not necessarily a metric related to the value of the Academy offerings. Without knowing who is establishing the accounts and for what purpose, the datum is meaningless in the context of this analysis.
- There is a difference between information/educative webinars and capacity building. We would not consider attending a series of webinars as a course and capacity building. it would be life-long learning.
- The report specifies that courses will be evaluated by IUCN Academic partners. Having the evaluations based on this small group of partners is problematic for at least 2 reasons: 1) The partners may have a conflict of interest that could affect their evaluation, either because

they are involved in the development of the course under review, or because they are working on other courses with the IUCN staff requesting the evaluation (which could influence their review); 2) Perhaps even more importantly, the Academy partners include one institution per continent. Given this small size, it is unlikely that the relevant global experts in a particular course topic would be at the partner institution. A better process would be to engage a panel (e.g., 4-6 individuals) of leading experts in the specific course topic to review the curriculum. This might require offering a small stipend to ensure a thorough review.

- For example, the proposed module on 'Urban Planning' is far too general and outside our expertise. However, a module(s) aimed at IUCN members and city authorities on applying the IUCN Urban Nature Index could help accelerate its use globally and plays very much to our niche

C. Analysis and management of intellectual property issues with relevant academic institutions.

- There is no explicit reference to the way intellectual property rights will be handled. Paying a fee to use copyrighted material is not necessarily a straightforward transaction. Most knowledge products/scholarship that are linked to Commissions is undertaken by employed individuals at institutions which can legitimately claim that the work was a consequence of their institutional support and thus they have rights over the use of that scholarship – especially if the institution's name is associated with the material. We must prevent that many members will gradually refuse to work and contribute to IUCN and decide better writing papers in peer journals.
-
- In any case where scholarship is used by IUCN or any of its subsidiary bodies it is obligatory that the individuals and their associated institutions receive attribution, which is not mentioned in the report.
- Permission must be granted by the authors and justly attributed for their work. In the context of an initiative that relies on third parties for the content it is an administrative responsibility to obtain the permission/right to use the material and the form in which it can be used.
- In most universities, governments agencies, consulting firm and publishers, authors own their copyrights, and this would be challenged in court. The person doing this may try to do without the approval of the employer, but this may be tricky. Many authors also expect royalties.
- The CC, ISBN and copyright legalities, are not properly addressed in the text.
- Has been a true environmental scan carried out? ? Only for the IUCN members or more broadly?

D. Gap analysis

- There is no *Gap Analysis* carried out as requested by council of what IUCN can contribute through the Academy that is not already available through IUCN Commissions, Members, or other organizations. There is no strong assessment that supports the need to fill the assumed gaps.
- To verify this - the bare minimum would be to have all materials that are intended to be used and based on Commissions work, shared with the relevant commissions and thematic

group leads, in order to ensure that all is correct, all is properly referenced to and ensure there are no plagiarism. At this point, we have not been able to see anything of the materials that have been used although mostly based on our commission work.

- A clear transparent selecting mechanism, such as a selecting committee needs to be put in place. Otherwise, there is a high risk of perception of Nepotism and favoritism.
- The proposed offering of certifications and micro-credentials could put IUCN at risk. “Certifications” are generally given based on demonstrated knowledge of professional skills and education. Most certifications require a combination of education and experience and applicants are specifically evaluated prior to receiving the designation.
- The proposed strategy competes with many other organizations, including IUCN members (Universities, Research Centers, etc) How is IUCN going to address this potential conflict?
- The lack of detail in the report concerning certifications and micro-credentials is a red flag. If certifications or micro-credentials are to be included in the IUCN initiative, it would be prudent to work with an organization with expertise in the development of these credentials to put processes and sideboards in place regarding the process in general for developing a proposal for offering an IUCN Academy credential.
- What is the clear added value that IUCN is offering? What is proposed clearly compete with other organizations. No clarity about the added value that IUCN is bringing.

Suggestion for Alternative approaches.

IUCN must carry out an extensive consultation to members, commissions, and potential users in order to identify user needs analysis and competent business planning. This should be the basis for providing an adequate strategic context.

There is a specific suggestion for an alternative approach, which is supported by some members, that would eventually lead to an Academy/ Capacity Building roll in IUCN: To provide a facility for hosting undergraduate and graduate student internships and post graduate research activities. Not to fund them, but to provide the infrastructure for individuals to pursue these endeavors. This would bring future generations of conservationists into our orbit and on the other establish IUCN as an institution that is actively promoting new scholarship in our field. Another possibility would be to establish a “Visiting Scholar Chair” position in the Secretariat. The position would be made available to scholars on sabbatical from institutions of higher learning or research.

Bottom line – the concept is flawed as presented and no amount of massaging will change the outcome. If there is consensus that providing a learning platform is meaningful and in line with the vision and mission of the Union, they need to start over. Assemble an interdisciplinary team with representation from the programmes, commissions and members under the authority of Council to undertake the task assigned in the Council Decision but focused on development of a new concept.

Last but not least, the focus on youth needs to be strengthened to prepare them for their future leadership and governance roles.

2. Comments from IUCN WCPA

A. GENERAL

1. The title is rather misleading: We would not consider this a strategy for the future of IUCN capacity building; it is a strategy for the future of the Academy. IUCN does, can and should build capacity in many other ways apart from those described here.
2. The document variously uses the terms capacity building, education and training without apparently considering the differences between these terms.
3. The document is not logically set out. It has: 1. A summary. 2. A 'Rationale' (but in fact a problem assessment) 3. Review of the solutions offered 4. Reviews of demand, supply and landscape for capacity development and 5. A section on organisation and governance. This structure points toward a retrospective justification of what has already been decided. A more logical document would place the situational analysis (4) before the solutions (3).
4. The document provides no references and little or no evidence to support its assertions. Could there be missing Annexes?

B. SPECIFIC COMMENTS ON THE TEXT.

Section 2. Rationale for the Initiative: Problem & Solution

2.1 Problems we solve

General context: There are no references or supporting evidence for the assertions made here on demand.

Capacity building at IUCN: This assumes that capacity building is the same as training. The statement that *'Most Secretariat staff delivering capacity building received little to no training in the domains of andragogy and pedagogical engineering, which has a potential impact on the quality and efficiency of the capacity building delivered'* is perplexing. The suggestion that Secretariat staff are underqualified to design or deliver capacity building is judgemental (and I would argue wrong). The statement contradicts the earlier statement about the Secretariat *'developing and delivering a wealth' of capacity building and that CB activities have been 'generally of high quality'*. Secretariat staff have produced many excellent CB products (the PAPACO MOOCS, Panorama, Vital Sites Webinars etc.),

The statement that *'...online training was often using basic online learning techniques, which did not reflect the latest technological and pedagogical developments in the domain'* is also misconceived, even if true. It should not be assumed that use of the latest developments is a prerequisite for a good course or learning experience. Choice of techniques should also reflect the learning environment and technology available to the learner, and the costs of development. Simple and basic does not necessarily signify low quality (The MOOCs developed and delivered by IUCN PAPACO are low tech and simple, but highly successful)

No doubt, the Secretariat would benefit from improvement in its CB skills, but is that a justification for setting up a unit that substitutes what they are doing. Is the logic not rather that their skills should be improved?

The concluding statement that *'there is an important need to grow the number of professionals trained in the field of nature conservation, which is not covered to date'* may be true, but is not a logical progression from the previous text.

2.2 Our solutions

It is not usual to define the course of action before reviewing what is needed. So far, the 'problem' has only been partially defined, but there has been no assessment of context, supply and demand (Some of this material is included in Section '4. Alternatives and Gap Analysis', but should have been included earlier). Before offering solutions there should be

1. An assessment of the need and demand (current and future) and the constraints and barriers.
2. An assessment of the likely 'clients' for capacity development current and future. Who, where from, current capacity, specific needs, preferred modes for capacity development.
3. An assessment of what is currently offered within IUCN and by others in terms of content, learning mode, quality.

I. Quality assurance and technical support for the capacity building components of IUCN project portfolio

'The Academy is developing tools and processes to enhance and consolidate the quality of the pedagogy, content, and management of the capacity building activities of IUCN'. It would be good to know what these are. It makes sense to build capacity to build capacity, but there has been no review of the ways in which the Secretariat builds capacity through projects (which are complex) or what help they need to improve design, delivery, commissioning and management of delivery and evaluation. It would be good to know more.

II. A Learning Platform

It makes sense to have common, properly supported, and curated learning platform.

III. A centralised portfolio of courses

This makes sense, but there is a lack of clarity over the focal groups. The main focus is IUCN members, but they are a very broad range of organisations, from activist national NGOs to entire States. It would be much more helpful to be more specific about who within the members are the targets of the programmes. What is the profile of potential client for the courses.

With respect to *'sponsored courses'* developed for projects, these should be made available free of charge (or for a basic admin fee) once their primary use has expired (and if they are more widely relevant). They have already been paid for and donors may not welcome them being re-sold.

It is not clear what is meant by *'Off-the-shelf continuing education'*

2.3 Vision and Mission

These are clear, but the mission focuses entirely on Members, whereas other sections point to several other client groups (Secretariat staff themselves and project beneficiaries and partners).

Box 1. What is missing: guiding principles

Following the mission and vision, it is helpful if strategies set out their ways of working and guiding principles for achieving these. In this case, this would help crystallise the overall goals and approaches the Academy takes to its work. It would also address many of the uncertainties arising from the text and the work of the Academy to date:

For example, this section could include statements such as (examples only, some taken from elsewhere in the document)

Value for money and financial sustainability. The Academy will ensure that it is financially viable, but will prioritise making all of its products as widely available and affordable as possible to its clients.

Inclusivity and excellence. The Academy will make use of and engage with the wide range of expertise and experience across its Secretariat, Commissions and membership to ensure that its programmes reflect best practice and up to date information and thinking.

Interdisciplinary approach. Courses should build on the wealth of expertise of IUCN Commissions and Members, as well as the convening power of the Union to envisage conservation through an interdisciplinary lens.

Pedagogical Approach. The Academy will ensure that its programmes adopt the most appropriate approaches to learning. They will reflect best practice in academic education, vocational training, adult learning and will embrace Indigenous knowledge alongside scientific and technical. They will make use of the strengths and address the limitations of online learning.

Inclusivity. The Academy recognises the lack of opportunities for professionals in conservation in countries of high biodiversity and in the global south. This is largely related to the prevalence of English in courses and knowledge products, in the high cost of training and in the lack of access to high specification devices and connections demanded by some programmes. The Academy will adopt learning methods that ensure and promote the participation of the diversity of its audience. Programmes will be offered in all the official IUCN languages. They will be designed to take into account limitations imposed by the quality of equipment and online connections.

Etc. etc.

Section 3. Feasibility of the Initiative

3.1- 3.3 It is hard to assess this in the absence of a fuller analysis or logical identification of what it should be doing. The diagrams and text in various sections are useful and fact reflect a more holistic approach and more detailed analysis and thinking than that suggested by the vision and mission. This section could really come into its own when placed in a more logical and comprehensive narrative.

Solution 1: Technical Support and Quality Assurance Services. This is not explicit in the mission. However, this could act as productive multiplier for the Academy and broaden and diversify the constituency of CB expertise in IUCN (also addressing the currently very centralised approach of the

whole initiative). Training of trainers is a much (mis) used concept. There is a real opportunity to set the standard for what this means. A more detailed study of how IUCN's projects specify capacity needs, and design, deliver, commission and evaluate programmes would be valuable.

Solution 2: Learning platform. A high quality, maintained and updated learning platform would be very useful. It will be important for it to be affordable for non funded, specialised offerings. A scale of charges should exist.

Solution 3: Centralised portfolio of courses. It is not clear if this could generate substantial unrestricted income (most educational institutions do not make profits), but it could subsidise important unfunded initiatives. It is a matter of the overall approach. If the overall goal and motivation for deciding what to offer and to who to offer it to is primarily based on a wish to generate financial resources, it could be a conflict of interest for IUCN and undermine its mission by neglecting urgent, but not necessarily lucrative, capacity needs. The steering group would need to establish some very clear principles on this.

3.4 Intellectual Property

The sections on recognising and respecting copyright and on preventing plagiarism are as they should be. However, the main concern of this section seems to be to clarify that it is appropriate for IUCN to earn money from the enterprise.

The approach to IP aligns more with the letter of the law than the spirit. The fact remains that most of the materials on which courses are based have been developed voluntarily and freely by Commission members and partners, who willingly assigned the IP to IUCN in the expectation that the materials would be free to all. Many of these people are unhappy about their work being unilaterally used by the academy and its course developers, without consulting them.

The counterargument has been made that universities etc. have free access to use IUCN/Commission knowledge products in developing courses , so there is no reason why the Academy should not do the same. But the argument ignores the fact that WCPA and IUCN are part of the same organisation. It is disrespectful to colleagues to appropriate their work in this way; and indeed it is unlikely that any university would tolerate one faculty developing and delivering its own courses based on the work of another faculty, without their close involvement.

The document highlights the value of involving Commission members, but does not specify how that might happen. In general high quality courses are prepared by subject matter experts and pedagogical experts working together. It would be a missed opportunity not to engage Commission members; many of whom have wide experience in the practical application of conservation knowledge, which is often not the case with academics.

More widely, the document includes no detail on the process of course development or how exactly Commission members should be involved. Furthermore all IUCN knowledge products are subject to a process of peer review; there is no mention of this for these courses.

The box below adds more detail on the information that should be included in the strategy and makes suggestions on how to engage subject matter experts from the Commissions.

Box 2. What is missing: how will the courses be developed, designed, delivered and evaluated

The document includes no information on the identification and development of the courses. The understanding is that work has been contracted out to external providers, but it is not specified

who these have been or how this has been done. The engagement of Commission members in the process is welcomed in the document, but there is no information on how this might work in practice. The document should include information on.

Course identification. How will the offering and programme of the Academy be identified and prioritised. Who decides and on what basis. What inputs will the Advisory Board or others have. The document mentions a benchmarking process for each pilot course.

Selection of developers and providers. Is course development open to bids or are these single source appointments? How are they selected? How are they evaluated?

Course specification/curriculum design/learning objectives etc. Who is doing this. Is this done by the Academy before contracting a provider or is it done by the provider? Who is consulted on this (this is a major area where Commission and Secretariat members should be involved)

Course design and mode. How is the course delivery mechanism identified? What is the balance of instruction, exercises, self directed learning, assessment etc.

Assessment and certification. How is the course assessed. What are the thresholds for certification?

Peer Review. IUCN knowledge products are subject to a rigorous peer review process? How is this being applied to the courses? Who is testing and checking them?

Evaluation. How do participants evaluate the course? What is done with the information. Is the overall course evaluated externally (an example external evaluation is included in the document).

Follow up. Is there a strategy for longer term engagement with participants. Many of the most successful providers develop alumni programmes and track the progress and impact of past participants. Is there an intention to do this?

Lack of detail of these factors has the potential to undermine support for the programme and may affect its quality and reputation. The following is suggested

For each course a management and oversight team should be clearly specified and appointed. This should include

- **Academy team.** Management, administration and oversight. Delivery management. Course evaluation and follow up.
- **Subject Matter Experts (SME).** At least two SMEs should be appointed for each course, with Commission members invited by default, to advise on content. This would fulfil the intention of involving the Commissions and also allay the concerns among Commission member about not being involved. SMEs could also be contracted to be part of the delivery team.
- **Pedagogical Experts.** To work with the SMEs to design the course learning objectives, structure, learning approaches etc and create the course. The Academy should specify a clear mechanism for selecting these.
- **Reviewers.** A decision is required on the need/process for peer review and evaluation of the course. Could this be a role for the Advisory Board? Should an external reviewer be appointed for each course?

Section 4. Alternatives and gap analysis

As previously mentioned, this section should by logic have preceded Section 3, as it reviews the current landscape of conservation. It is suggested to revise it and include it there.

4.1 Current Alternatives

Generally OK. Includes a statement that *'In most cases, the approach is monodisciplinary'*, Where is the evidence for this; the experience of many is that this is not the case.

4.2 The gaps we fill

The Annexe with the results of the needs assessment of members is not available. However, the IUCN membership is very diverse, ranging from small national NGOs with a few staff to entire States with tens of thousands of potential participants. It includes dozens of languages. Rather than specifying a target group of members, would it not be better to define the specific target groups within the membership that the Academy wishes to aim at (in the short and long term).

The document makes the following statement *'On the other hand, there is no information readily available about the size of the demand for professional education in the domain of nature conservation. Nevertheless, the demand appears to be growing, and the domain is an increasingly important area of focus with new courses being launched on a regular basis. This demand is being driven by various factors, including the growing recognition of the importance of conservation and of the need to address environmental challenges such as climate change, biodiversity loss, and habitat degradation'*.

This may well be true, but it raises the question about why IUCN is investing in the Academy with such limited market information and on the basis that *'the market appears to be growing'*. Indeed, we know far too little about the demand and supply. There need to be more jobs in conservation and projections have been made, but a more detailed market survey and analysis would be useful. On the supply side, there is a concern about an oversupply of courses by Universities making the most of enthusiasm for conservation, but without considering the current lack of employment opportunities. Large numbers of graduates are struggling to find jobs. A major issue here is that Universities are not supplying the skills required by the market. Building capacity needs to go hand in hand with creating the jobs that are needed. The Academy could productively work with those in IUCN and WCPA who are working on workforce issues.

A further issue is that the cost of training is preventing many people from countries of high biodiversity and who do not have English from advancing in the sector. It is a concern that the supply will continue to favour English speakers from the developed world, which perpetuates the lack of equity in the conservation sector (see box on guiding principles).

Which thematic priorities for the portfolio?

This section does clarify the priorities of the Academy, but as previously mentioned the focal group of 'members' is too broad.?

Section 5. Organisation and Governance

5.1 IUCN Secretariat

OK.

5.2 Advisory Board

The DG appoints the chair and three members of the seven-member board: it should be asked if it is appropriate for the DG to appoint the majority and the casting vote.

The invitation for Commission representation is welcome, but it may be preferable for Heads of Commissions (who are not necessarily experts in capacity and who are very busy) to be allowed to nominate expert Commission members instead of them.

The roles of the board outlined make sense, but should be more formalised in line with the recommendations in Box 2. It could be specified at what points in the course development process the board should provide input or make decisions.

5.3 IUCN Commissions

Recognition of the value and contribution of the Commissions is very welcome. They might though be considered more than a 'depository'; they have generated and continue to generate the majority of IUCN's knowledge products and are continually working on new ideas, approaches and initiatives. As mentioned above, this huge resource of expertise should be put to better use than annually validating the Academy's strategy.

The sentence '*They could also help the Academy better identify and circumvent IUCN Members training needs*' is surely an error. Presumably an incorrect use of the word 'circumvent'.

See Box 2 for suggestions on formalising the engagement of the Commissions

5.4 Council

OK.

5.5 IUCN Members

As previously mentioned, the document should be clearer about the subset(s) of members that it is prioritising.

5.6 Academic partners

It makes sense to reach out to institutions around the world and engage them, but it is not clear what their role would be. It is hoped that all these institutions have good experience and know how in adult learning, vocational training and professional development, approaches that are not necessarily the strengths of academic institutions. We would recommend the inclusion of the African Leadership University, which is pioneering innovative approaches to learning.

Annexes

Many are missing so cannot be considered.

Annex 1 – Benchmarking: Education for Conservation for Professionals

Programmes/Courses Offered By IUCN Commissions (for which information was readily available)

None are included from WCPA and no mention that SSC has a whole capacity development unit.

Also, no mention of many of the learning events offered by the Secretariat with the Commissions. For example, the excellent Vital Sites series.

C. SUMMARY AND CONCLUSIONS

In principle it should be seen as a worthwhile initiative for IUCN to establish a centre for training and learning, to maintain a central learning platform, to improve the Secretariat's capacity to build improve capacity and the management of learning elements of its projects, and to offer a suite of high quality courses and events to its members, partners and project beneficiaries.

The Academy appears though to have been established without a detailed strategy for how to do this and with limited engagement of the wider IUCN (Secretariat and Commissions). It does seem to have developed and delivered some needed and good quality learning programmes, and adopted a pragmatic approach to identifying and executing opportunities. But the way it has been done has led to concerns about motives, transparency, quality, and recognition of the expertise within the IUCN and its Commissions.

This strategy is helpful in starting to address these concerns, but suffers inevitably from the requirement to retrospectively 'fill in' elements that have not been developed or clearly communicated previously.

It is an unexpected strategy for IUCN to take the entrepreneurial approach of pragmatically and centrally developing a set of courses to meet a clear demand and act as a proof of concept. Whether such a strategy is appropriate for the Union is for the Council to decide.

But there needs now to be a clear strategic timeline for building out from this start to a comprehensive and more inclusive programme for achieving all (or some of) the stated objectives.

The Strategy would benefit from the following (see notes above for details)

- A more logical structure and consistency.
- A more thorough assessment of the current and future demand for and supply of capacity. A clear statement of priority needs.
- More clarity about the short- and long-term goals and the motivations for the Academy. Is it providing a service, filling the gaps in a market, catalysing conservation impact, or generating much needed unrestricted income? Is it there to benefit members (and if so which), the wider conservation community, IUCN project beneficiaries or others. At various points in the strategy, it appears to be trying to do all these things to various extents and the result is rather muddled.
- A set of guiding principles should be included to help define the way in which the Academy functions and clarify to all the overall approach being taken (a suggestion is included).
- More detail is needed on the process of how courses are identified, designed, delivered, assessed and evaluated (suggestions are included).
- The need for peer review and quality control should be clarified.
- The openness to engagement with the Commissions and the expertise they bring is welcome, but this needs to be much more explicitly defined and built into the programme with Commission members acting as Subject Matter Experts on all courses (suggestions are included). This may apply to Secretariat members as well, who also share a lot of valuable expertise and several of whom have extensive know how in training and capacity development (contrary to the suggestion in the strategy).

- More clarity on the structure and functioning of the Advisory Board.

109th Council meeting, Gland, 23-25 May 2023

Agenda Item 7: (Re)Confirmation of the rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN

Background note

Agenda description:

Following a letter from the Born Free Foundation to the IUCN Director General about a letter from the Chair and a member of the IUCN Sustainable Use and Livelihoods Specialist Group (established by SSC and CEESP) to the UK Government concerning the Hunting Trophies (Import Prohibition) Bill currently under discussion in the UK Parliament, the Chairs of PPC and GCC propose to (re)confirm the rules for lobbying and other intervention letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN (specifically on the issue of lobbying for or against specific pending legislation) Note: the issue is not about any one case, but rather the issue of lobbying specifically and the use of the IUCN logo.

Purpose of background note:

To provide Council with:

1. An overview of the existing relevant rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN;
2. Examples and case studies from past experience

Overview of relevant governance-related decisions

The only Council-related decisions of relevance to this topic is C78/42 from February 2012 related to the use of the name and logo for association with and/or representation of IUCN, mainly asking the Governance and Constituency Committee (GCC) to prepare a policy and requesting the Bureau to approve it. Enclosed please find:

- [A paper prepared by the then Legal Adviser Giuseppe Zaccagnini](#);
- [The Report of the GCC which discussed the issue](#) (see p. 5);
- [Summary Minutes of the Council C78](#) (see p. 28).

There appears to be no follow up on this matter or Council decision, which was approved at the last ordinary Council meeting prior to the 2012 Congress. The documents from 2012 seem to indicate issues and locate risks mainly in the Commissions and the National and Regional Committees. They basically refer for guidance to each Commission's by-laws and to the [Operational Guide for National and Regional Committees](#).

Overview of rules as per IUCN Statutes and Regulations

It is amongst the objectives of IUCN to "influence" societies (assuming that "intervening" and "lobbying" amount to influencing) to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. All components of IUCN

contribute to that end with various roles from gathering key knowledge and analysis to expressing IUCN's positions.

IUCN expresses its positions and seeks to influence "governments, national and international organisations" and/or "national and international legal and administrative instruments" either through Recommendations by World Conservation Congress (WCC) or by participating in international meetings and publishing a wide array of policy-related documents.

Overall, the positions made on matters of policies and conservation are those of IUCN and/or of its components (i.e. WCC, Council, National/Regional Committees, Commissions and Secretariat), as opposed to those of individuals. Positions of any component of IUCN have to align with the general policy of IUCN laid down by the WCC.

Statutory Provisions on the matter as follows:

Statutes

// II - Objectives

2. The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

3. To attain these objectives, IUCN: (...)

(h) prepares and disseminates statements on conservation, drawing on the expertise of its Members and components;

(i) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources; //

Roles of IUCN's components in connection with influencing:

➤ WCC

Statutes

//20. The functions of the World Congress shall be inter alia:

(a) to define the general policy of IUCN;

(b) to make recommendations to governments and to national and international organisations in any matter related to the objectives of IUCN; //

➤ Council

Statutes

//46. The functions of the Council shall be inter alia:

(a) within the general policy of IUCN laid down by the World Congress, to give rulings on policy and to determine complementary policy guidelines;

(b) to adopt and publicise statements on important issues concerning the objectives of IUCN; //

➤ **National/Regional Committees**

Regulations

// 67. Committees recognized by the Council may: (...)

- (i) *issue statements relevant to the objectives of IUCN, provided that such statements, or actions taken pursuant to them, shall be solely on behalf of the Committee and shall not commit IUCN to any financial, legal or policy obligations. //*

➤ **Commissions**

Statutes

//75. The functions of the Commissions shall be to fulfil their missions as defined in their mandates, including://

- *Analyse issues*
- *prepare assessments, reports, action plans, criteria, methodology*
- *undertake research and other scientific and technical work*
- *provide advice*
- *broaden knowledge and competence*
- *work with members*
- *undertake such other responsibilities under direction of WCC and Council*

Regulations

//77. The Commissions shall work with each other, IUCN's membership, its National and Regional Committees and its other components to further the objectives of IUCN and its integrated programme.

78 (a) (...) *The Chair is entitled to act in the name of the Commission and may delegate specified responsibilities to the Deputy Chair, to members of the Steering Committee or to other members of the Commission. //*

➤ **Secretariat**

Statutes

// 79. The Director General shall be: (...)

- (e) *authorized to issue statements in the name of IUCN; //*

Overview of rules as per additional communication guidelines

Beyond the prescriptions of the Statutes and Regulations, there are specific indications on the matter that are provided in various instruments that are deemed to be consistent with the Statutes and Regulations. A few examples:

- Council
 - [Code of Conduct / Council Handbook](#)
- National and Regional Committees
 - [Logo Rules for IUCN National and Regional Committees](#)
 - [Operational Guide for IUCN National and Regional Committees](#)

- Commissions
 - By-laws of Commissions ([SSC](#), [CEESP](#), [WCEL](#), [CEM](#), [CEC](#))
 - [IUCN Brand Book Commissions](#)
 - [The Guidelines for IUCN SSC Leaders 2021 – 2025](#)
 - [Guidance on the Code of Conduct and Practices for its Implementation 2021–2025](#)
- Secretariat
 - [IUCN Brand Book](#)
 - [IUCN Procedures for Engaging in International Policy Meetings](#)

Case studies and examples from the past

- **WCPA letter to governor of the Carinthia region in Austria:** https://www.wwf.at/wp-content/cms_documents/iucn-wcpa-hohe-tauern-carinthia_28022020.pdf and [WWF publishes IUCN warning letter to Carinthia: International Union for Conservation of Nature warns of violation of national park criteria | WWF Austria, 28.02.2020 \(ots.at\)](#)
- Letter from WCPA to the UK government on the issue of park management (no longer available on website).
- **SSC statements** and open letters on issues including
 - Position statement on the culling of the Mauritius fruit bat (no longer available website, attached here)
 - **Press releases from the SSC** – e.g. this one includes a call addressed to the government of Chile [Rescue Team Evacuates World’s Last Few Loa Water Frogs from Perilously Dry Habitat in Chile – IUCN SSC Amphibian Specialist Group \(iucn-amphibians.org\)](#)



Agenda Item 8: Strategic Review of IUCN's Future Engagement with the World Heritage Convention

Item for Information

IUCN Council C109, Gland, Switzerland

Presentation: Tim Badman, Head, Heritage and Culture

25th May 2023



World Heritage Convention - Context

- IUCN led establishment of the 1972 World Heritage Convention with UNESCO. Almost universally recognised (195th State Party joined this week).
- Unique statutory role for IUCN – named in the Convention as Advisory Body (role defined in Operational Guidelines). WH Committee (COM - the WH “COP”) meets every year.
- “The worlds most significant natural and cultural places” – many large and ecologically intact areas. Updated policies on sustainable development and human rights.
- IUCN Resolutions from 2012, and the World Parks Congress “Promise of Sydney” 2014 frame IUCN aspirations and approach.
- Last three years have been non-typical:
 - two years (2020, 2022) no COM.
 - unique and highly challenging online COM meeting in 2021 – catalysed need for the present review.
 - WH Committee now restabilising normal work .. Saudi Arabia will chair two week World Heritage Committee in person, 10-25 September 2023 in Riyadh.

Key Conclusions of Strategic Review

Strategic Alignment

- Well aligned with IUCN's ambitions
- Improve alignment further
- IP and CSO engagement
- Nature 2030, GBF

Reputation

- Viewed positively re our reputation and technical credibility
- Underutilised for fundraising/comms
- Too European

Influence

- highly influential and visible within WHC
- Advocate for operational reform of WHC

Key Conclusions of Strategic Review

Financial health

- Increased demand for services + decreasing funding
- No apparent solutions from UNESCO to increase funding
 - Assess IUCN's ability and willingness
 - Investment of IUCN own funding is supported

Impact

- WHC has no adopted measure of conservation impact attributable to WH status
 - WH Outlook – only current measure
 - Role of inscription could increase conservation imp



Eight review recommendations

1. Develop a **strategy** for IUCN's World Heritage work
2. Develop a **communications** strategy
3. Strengthen evaluation and monitoring instruments to **measure the impact** of World Heritage sites on achieving positive conservation outcomes
4. Develop a **funding strategy** for IUCN's work on World Heritage
5. Strengthen **regional representativity**
6. Strengthen inclusion and participation of **Indigenous Peoples and Local Communities**
7. Advocate for strengthened inclusion of participation of **Civil Society**
8. Support the UNESCO World Heritage Centre to strengthen **governance of the Convention**



Management Response

- Written management response (MR) to be issued to the Review.
- Content of MR focused on Review recommendations, and is consistent with:
 - ExBo consideration and conclusions (February). Agreement with Review conclusions and lines of action proposed.
 - PPC consideration and conclusions (March). Agreement with Review conclusions, support for ExBo/Secretariat position, follow up points, in particular re oversight of strategy, and independence and consonance with IUCN statutory role in the Convention.
 - Annex on main lines of response to each recommendation.
- UNESCO WH Centre and other ABs have seen Review, and been briefed, together with the WH “working group” of States Parties preparing the WH Committee meeting.
- World Heritage Strategy under preparation, first round of consultation with regional directors completed. Revision and budgeting before finalisation.



World Heritage Strategy – draft headlines

Vision: The World Heritage Convention is recognised and celebrated as protecting the most significant areas of natural and cultural conservation importance, and the quality and innovation of how it is implemented is an inspirational example for conservation globally and locally.

Six headline priorities:

- **Conservation:** A World Heritage List that reflects global conservation priorities to 2030
- **Community and Constituency:** Creating opportunities and benefits
- **Culture:** Innovation through Culture-centred conservation
- **Communication:** World Heritage Inspiration and Engagement
- **Capacity:** Delivering the Promise of World Heritage
- **Credibility:** Good Governance, Accountability and Transparency



World Heritage Strategy – what could be different and new

- **Regional focus** of action at site level, in country and with constituency – targets to diversify
- Repositioning WH to focus on wider role as **exemplars, and to test, present and join up IUCN standards and tools** (World Heritage Outlook, and more)
- **Mobilising culture** as a new means to achieve conservation goals (World Heritage Leadership Programme)
- Focus on WH as focus for **rights-based approaches**, legacy and recognition of indigenous peoples and local communities
- Leverage IUCN role in **resource mobilisation** – connect WH to sources of support and create new opportunities for action
- New more proactive approach to **fill gaps** on the World Heritage List
- Clarity on **UNESCO responsibilities** to address credibility of the Convention



World Heritage Strategy

Built on our principles:

- a) Independence and integrity of advisory role, with clear firewalls where needed
- b) Strong collaborative approach across the Union, including Secretariat, Commissions and Members
- c) Connection of World Heritage to larger goals for the Global Biodiversity Framework and the conservation movement

Further information: tim.badman@iucn.org



aleph strategies

Strategic Review of IUCN's Future Engagement with the World Heritage Convention

November 2022

Final Report



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Acronyms

AB	Advisory Body
AWHF	African World Heritage Fund
CBD	Convention on Biological Diversity
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
IIPFWH	International Indigenous Peoples' Forum on World Heritage
IOS	Internal Oversight Services (department within the World Heritage Centre)
IPO	Indigenous Peoples Organisation
IUCN	International Union for the Conservation of Nature
NGO	Non-government organisation
UN	United Nations
UNESCO	United Nations Educational Scientific and Cultural Organisation
WCPA	World Commission on Protected Areas
WH	World Heritage
WHC	World Heritage Convention
WHF	World Heritage Fund

Executive Summary

Context

Aleph Strategies was engaged by the IUCN Secretariat to conduct a strategic review of the organisation's future engagement with the World Heritage Convention. IUCN has been an Advisory Body to the World Heritage Convention since inception in 1972. In this role it conducts a broad range of statutory work (such as evaluating nominations for inscription and conducting reactive monitoring), in addition to wider activities in support of this role (such as the World Heritage Leadership Programme and World Heritage Outlook).

At its 50th anniversary, the World Heritage Convention faces a number of challenges: there is a funding crisis; decisions to inscribe sites are increasingly driven by politics rather than science; and there is a worrying trend to ignore recommendations provided by the technical Advisory Bodies, including IUCN. Yet the Convention remains one of the most high-profile instruments for protecting natural and mixed heritage sites, and is equipped with a range of unique instruments to help ensure strong management practices. It is against this backdrop that IUCN has recently undertaken an organisation-wide restructure, providing the impetus to take stock and reflect on IUCN's future engagement with the Convention including its role as an Advisory Body.

Aleph Strategies assessed IUCN's engagement with the World Heritage Convention across five pillars: *strategic alignment*, *reputation*, *influence*, *financial health* and *impact*. We asked:

- i) *Strategic alignment* – to what extent are the World Heritage Convention and IUCN's strategic ambitions aligned with one another?
- ii) *Reputation* – to what extent does IUCN's role as Advisory Body to the Convention enhance or undermine IUNC's reputation?
- iii) *Influence* – does IUCN have influence within the Convention?
- iv) *Financial Health* – to what extent does IUCN consider the current financial arrangements to be sustainable?
- v) *Impact* – does the Advisory Body role strengthen or undermine IUCN's capacity to support positive conservation outcomes?

On the basis of these findings we provide a set of strategic and operational recommendations to help guide IUCN's future engagement with the Convention.

Main Findings

Strategic alignment: The World Heritage Convention is generally well aligned with IUCN's strategic ambitions for nature conservation, as taken from Nature 2030, the Promise of Sydney (2014) and the resolutions on World Heritage from the IUCN World Conservation Congress at Jeju in 2012. The World Heritage Convention was the first convention to recognise the linkages between nature and culture and remains the most high-profile convention serving this agenda. World Heritage Sites, whether natural or mixed, are a key instrument in protecting and conserving natural areas, and therefore make a core contribution to IUCN's wider protected areas work. Like IUCN, the Convention recognises the need to integrate sustainable development perspectives into conservation management and planning, and like IUCN, the Convention is taking steps to include indigenous peoples, civil society and local communities in the World Heritage Processes. Nevertheless, there are a number of areas in which we find room for closer alignment, including raising the profile of nature conservation within the Convention; deepening the inclusion of indigenous peoples and civil society; alignment with IUCN's wider programme portfolio, such as Green List, and alignment with the Post-2020 Global Biodiversity Framework.

Reputation: Reputationally, the Advisory Body role brings both advantages and disadvantages to IUCN. On balance, we consider IUCN's association with the World Heritage Convention through the Advisory Body role to be generally positive. The majority of stakeholders interviewed in this exercise think that IUCN's Advisory Body role reinforces its reputation for technical credibility. Indeed, according to some States Parties, the credibility of the Convention itself is elevated through IUCN's association. However, familiarity with IUCN's Advisory Body role amongst non-World Heritage practitioners is judged by interviewees to be low. Given the comparatively high-profile of the World Heritage Convention itself, the Advisory Body role is therefore considered by many within IUCN and externally to be an underutilised asset for communication and fundraising. The main criticism to emerge from the interviews was that IUCN is considered to be too 'European'.

Influence: IUCN is considered to be a highly influential stakeholder within the World Heritage Convention by the majority of stakeholders interviewed. Paradoxically, there is an increasing trend for the World Heritage Committee to disregard the Advisory Bodies' recommendations for inscription and Danger Listing due to the increased politicisation of decision making. We see little opportunity for IUCN to address this issue specifically, which must be referred to the World Heritage Centre, but there is latitude for operational reform, enabling incremental, but important

improvements in Operational Guidelines. On balance, we consider that IUCN is better placed to advocate for reform to the Convention from within than from without.

Financial Health: The World Heritage Convention is facing a funding crisis. As the Convention has grown in scale and complexity, the demand for Advisory Body services and the administrative burden on the World Heritage Centre itself has risen dramatically, while the funds available to cover this work have decreased. The solutions to the funding crisis remain elusive and it is unlikely that additional funds can be secured for the World Heritage Fund itself from States Parties which to date have shown little appetite for increasing their contributions to the Convention.

IUCN currently estimates that it will contribute CHF 400,000 in direct finance and CHF 1.3 million in total when including in-kind support marshalled through IUCN volunteer networks over the 2022-2023 Biennium in order to maintain the current level of statutory work. It is unclear whether this level of internal direct funding will be available after 2023. IUCN must therefore reassess its ability and willingness to continue investing its own resources into the statutory work and, if not, be prepared to provide justification in negotiating contractual arrangements with the World Heritage Centre for a reduced level of support to the Convention in line with real costs and available resources.

Impact: The Convention is uniquely equipped with a range of measures to encourage strong conservation management practices. However, it is difficult to assess the conservation impact of these measures, or of the Convention more broadly, at ground level, as there are no measurement frameworks that explicitly record conservation outcomes pre- and post-inscription.

Nevertheless, IUCN's flagship World Heritage Outlook report fills an important gap by providing an assessment of conservation outlook at all natural World Heritage Sites. The Outlook report illustrates that sites are just about maintaining a static conservation outlook in spite of rising threat levels, suggesting that inscription on the World Heritage List may play a role in protecting natural heritage.

Recommendations

There is an implicit question underpinning this review: *to what extent should IUCN remain committed to its role as Advisory Body to the World Heritage Convention?* In spite of the many challenges associated with the Advisory Body role, and the Convention itself more broadly, there is consensus within IUCN that the Advisory Body role confers a range of valuable benefits that would be lost if IUCN were to depart from the Convention. These include: the level of visibility and

influence that IUCN has within the Convention as an Advisory Body, the strong communications potential, and the range of instruments available to secure the conservation of World Heritage Sites, which are not to be found in other nature conservation conventions.

The review has highlighted a number of areas in which IUCN can refresh and reorientate its engagement with the Convention, and a number of ways in which it can address some of the outstanding challenges the Convention is experiencing. The issues at hand are highly complex and often interrelated. A full suite of strategic and operational recommendations is provided at the end of this report. Each of the recommendations is accompanied by a set of practical actions that IUCN can undertake. The recommendations here are directed towards the IUCN World Heritage unit unless explicitly stated otherwise. In this executive summary we present five overarching recommendations.

RECOMMENDATION 1: Develop a strategy for IUCN's World Heritage work. There is currently no strategy for the World Heritage programme of work as a whole, nor, by extension is there a strategy for engaging with the World Heritage Convention itself. This is problematic on a number of levels. Firstly, without clear set of ambitions for the IUCN World Heritage programme of work, it is difficult to advise IUCN on how it should position itself within the Convention within this review. Secondly, without a strategy it is hard to determine whether IUCN's engagement with the Convention is supporting or undermining its work, as there are no outcome measurement indicators associated with the AB role. Thirdly, the absence of a consolidated, clearly articulated strategy obstructs budgeting and financial forecasting. A strategy would enable IUCN to develop a costed set of activities and to identify potential funding gaps based on previously-attained funding levels.

We strongly encourage IUCN to undertake this exercise in a collaborative manner, seeking contributions from a wide range of departments and programmes within IUCN, especially those working in 'outward facing' roles such as Regional Directors, the IUCN Commissions, partnerships, communication and membership. There is appetite within IUCN to engage in this exercise, as the Convention could serve a multitude of purposes, as we explore below. The strategy should be aligned with IUCN's Nature 2030 Strategy, anchored in the Post-2020 Global Biodiversity Framework, and should be situated within the broader discussions about IUCN's 20-year vision, which are taking place within IUCN in advance of the next Congress in 2025.

Developing a strategy should include a number of actions:

- Build a programmatic theory of change.

- Develop a monitoring framework to assess IUCN's engagement with the World Heritage Convention.
- Develop a clear strategy for positioning World Heritage within the Post-2020 Global Biodiversity Framework.

RECOMMENDATION 2: Develop a communications strategy to explain the IUCN World Heritage programme of work. There is currently no written, consolidated communication and outreach strategy to explain the World Heritage programme of work. IUCN is a large and complex organisation, and on occasion the lines between IUCN's statutory work and its broader advocacy and programming can be blurred. Key actions include:

- Clarify the distinction between IUCN's statutory work on the Convention from its wider World Heritage programming.
- Build an 'online community zone' to better communicate with IUCN constituents.
- Strengthen engagement with States Parties.
- Promote the role of the World Heritage Convention in contributing to nature conservation.
- Strengthen internal communications with IUCN Regional Directors.
- Conduct reputation audits amongst IUCN's members.

RECOMMENDATION 3: Strengthen evaluation and monitoring instruments to measure the impact of World Heritage Sites on achieving positive conservation outcomes. Throughout this review, we have struggled to articulate the impact of World Heritage Inscription on conservation outcomes. There does not appear to be either an aggregated evidence base to measure conservation impacts, or specific case studies. As most interviewees acknowledged, the World Heritage Convention itself tends to be better known as an instrument to protect cultural heritage rather than natural heritage. Measuring the conservation impact of inscription on the World Heritage List would therefore create an evidence base for policy and advocacy work in general, and enable IUCN to showcase the World Heritage Convention as a critical instrument for nature conservation, using communications and outreach platforms such as PANORAMA. This could also evidence the contribution of World Heritage Sites to the Post-2020 Global Biodiversity Framework goal of '30 by 30'. IUCN has plenty of data about each of the listed Natural Heritage Sites, in some cases dating back many years, so there is a wealth of existing data that could be drawn upon to develop a practical toolkit for measuring conservation impacts. IUCN's World Heritage Outlook report provides a strong basis on which to build. There are three key actions associated with this recommendation:

- Conduct case study impact assessments of World Heritage Sites.

- Deepen the regional analysis within World Heritage Outlook.
- Integrate the IUCN Green List as a conservation benchmark within World Heritage Outlook.

RECOMMENDATION 4: Develop a funding strategy for IUCN's Advisory Body role. There is insufficient funding available to IUCN to continue delivering statutory work at current levels through the World Heritage Fund. Past efforts to increase voluntary contributions have failed. IUCN must therefore decide what level of financial contribution (if any) it is prepared to sustain going forward.

It is our independent view that IUCN should continue to co-finance the statutory work delivered through the IUCN World Heritage programme of work at the historic level of 200,000 CHF per annum. As noted above, the advantages of the Advisory Body role outweigh the disadvantages. Further, by co-financing the statutory work IUCN can maintain the credibility of being an independent actor within the Convention, rather than a consultant to UNESCO.

However, if it is not prepared to make any further contributions, then IUCN must prepare a clear 'get-what-you-pay-for' model, outlining the services it is able to deliver with the available World Heritage Funding. This would require a careful transitioning phase to ensure that the World Heritage Centre and the Committee are informed about the intent to scale back activities. In reaching a decision on how to proceed, we recommend the following actions:

- IUCN should cost its contributions for each activity within its statutory work.
- IUCN should develop a workplan based on the available WHF budget for its statutory work.
- IUCN should engage with the IUCN Council to agree on a proposed set of reduced activities.
- IUCN should engage with ICOMOS and ICCROM to reach consensus on a common position with regards to aligning activities to available resources.
- IUCN should engage with the World Heritage Centre to present the rebalanced workplans.
- IUCN should advocate for Committee Sessions to take place every two years in order to reduce costs.

RECOMMENDATION 5: Address the regional imbalance of the World Heritage List. There are a variety of historical, political, structural and financial reasons for the geographical imbalance of

the World Heritage List. One of the most frequently referenced causes cited during interviews is the perception that the Convention itself is Eurocentric, an accusation we heard levelled against IUCN and the other Advisory Bodies over the course of the interviews. Another is the uneven distribution of technical experts and World Heritage leaders, who tend to come from the Global North. States Parties from the Global South express frustration at seeing ‘the same experts again and again’ on site visits and technical reports. There is frustration that IUCN does not make more use of regional experts, who would provide a deeper contextual understanding of the sites, and would be more cost-effective to deploy on field visits. Stakeholders highlight the need for continuous professional training and mid-career training focused on the processes and procedures linked to the World Heritage Convention. There are two ways that IUCN can address the regional imbalance of the list: it can continue to strengthen the capacity of technical experts based in the global south, and it can take steps to change the optics of its own European identity. Four actions are suggested:

- Promote the World Heritage Leadership Programme.
- Explore accreditation for the World Commission on Protected Areas (WCPA) expert roster.
- Create regional pools of experts.
- Consider relocating the IUCN Advisory Body work to another country in Africa or Asia.

RECOMMENDATION 6: Strengthen inclusion and participation of Indigenous Peoples and Local Communities in the World Heritage Convention. A number of interviewees, including representatives of States Parties, state that the inclusion of indigenous peoples within the World Heritage Convention processes is weak. FPIC is currently *encouraged* by the Operational Guidelines (see para. 64), but it is not mandated, creating leeway for States Parties to ignore this element of the Tentative Listing process. Similarly, States Parties are only *encouraged* to consult with indigenous peoples in the Preliminary Assessment requests (see para.123). Under paragraph 148 in the Operational Guidelines, which lists the principles that should guide the Advisory Bodies’ recommendations, there is no mention of assessing or validating whether indigenous peoples have provided FPIC for the nomination. Key actions include:

- Advocate for the mandatory inclusion of Free Prior and Informed Consent (FPIC) in key nomination processes.
- Collaborate with indigenous peoples’ representative bodies to develop a standardised definition for FPIC.
- Update IUCN toolkits and reporting templates to include FPIC.
- Provide technical support to the IIPFWH to signpost entry points to the Convention.

- Include local indigenous peoples and indigenous peoples experts in the evaluations.

RECOMMENDATION 7: Advocate for strengthened inclusion and participation of Civil Society in the World Heritage Convention. A number of interviewees, particularly from NGOs, highlighted that there are limited opportunities for civil society to engage with the World Heritage Convention. There are currently no working groups for NGOs within the World Heritage Convention, unlike the Convention on Biological Diversity (CBD). The inclusion of NGOs and civil society would ensure that diverse expert knowledge, opinions and experiences are reflected in discussions, policies and practices associated with the Convention, and it would increase visibility for the Convention itself. It may also help to raise the visibility of the nature conservation side of the Convention. The following actions are recommended:

- Mobilise IUCN's global membership to facilitate greater involvement of civil society organisations in the Convention.
- Create working groups (similar to the Ad-Hoc Open-Ended Inter-Sessional Working Groups for the CBD).
- Mobilise online discussion groups through IUCN's membership.
- Leverage IUCN's National and Regional Committees to convene local CSOs/NGOs for roundtable discussions.

RECOMMENDATION 8: Support the World Heritage Centre to strengthen governance of the Convention. As we note in the report, there is no one watching out for the strategic health of the Convention. Committee Members themselves report that technical expertise in heritage conservation, and familiarity with the World Heritage Convention itself, varies significantly amongst Committee Members, which can lead to a departure from the Convention's Operational Guidelines. Moreover, Committee Members have a short mandate, meaning that every six years, levels of expertise and understanding of the Convention are essentially reset. There is little that IUCN can do to directly here, as leadership must come from the World Heritage Centre. However, we identify two actions that IUCN may wish to consider in order to support the Centre. There are two key actions:

- Develop a set of 'on-boarding tools' for new Committee Members.
- Create a toolkit to monitor the strategic health of the Convention.

1. Introduction

1.1. Overview

Aleph Strategies was commissioned by the International Union for the Conservation of Nature (IUCN) to conduct a strategic review of the organisation's future engagement with the World Heritage Convention. This report presents the findings of the review, which was conducted between May and September 2022.

1.2. Background and Objectives

2022 marks the 50th anniversary of the World Heritage Convention. It also marks 50 years of IUCN's engagement as Advisory Body to the World Heritage Convention. During this time the Convention has grown in both size and complexity. As IUCN itself now undergoes a significant internal restructure, a strategic review has been commissioned to inform IUCN's future engagement with the Convention. The terms of reference for this review outline the following objectives:

1. How is IUCN perceived as an actor within the World Heritage Convention, and how does this perception vary by geographic region and sector - what are our perceived strengths, weaknesses and areas for improvement, and how is our role seen in relation to the other actors in the Convention (Committee, States Parties, other Advisory Bodies, UNESCO, other current or potential partners in the Convention)? This should include consideration of the extent to which IUCN's role is unique, or irreplaceable, and whether there are alternative organisations who could act in roles IUCN is currently undertaking.
2. How should IUCN position itself, and act, in response to the key issues, challenges and opportunities facing the World Heritage Convention, in order to secure reform of the Convention, so that it remains relevant to the future of conservation? This should include the way that IUCN engages through its current statutory AB role, and if we should seek changes in how this role is defined and discharged.
3. How should IUCN position its role and work within the World Heritage Convention, in relation to the key challenges for contemporary conservation, including action on climate mitigation and adaptation, the achievement of just, rights-based approaches to conservation, and the response to the impacts of the COVID crisis?

4. How should IUCN now act to position its work within the World Heritage Convention within the implementation of the post-2020 Global Biodiversity Framework, when adopted?
5. How should IUCN act to address the widely acknowledged failure of the Convention's current Global Strategy to improve the balance on the World Heritage List and to work towards a completion of the World Heritage List for natural heritage by 2050, and an enhancement of the diversity and regional balance across its World Heritage expert network?
6. What priorities should IUCN set for World Heritage within its reorganised Global Secretariat including Regional Offices, Commissions and the new IUCN Programme "Nature 2030", including through optimizing the future potential of the IUCN World Heritage Outlook?
7. How should IUCN communicate its distinct role in the World Heritage Convention, and in particular the differentiation of its statutory AB role from wider IUCN engagement with IUCN state, NGO and IPO members on World Heritage Issues?
8. How can IUCN catalyse the resource mobilization and partnership arrangements necessary to address the recommendations which will arise from this review, to ensure increased and secure funding for IUCN's work, and to seek more effective (existing and new) mechanisms to address the ongoing funding and capacity gaps that exists for conservation of World Heritage sites. This should include, but not be limited to, the positioning of IUCN's partnership arrangements with UNESCO, and the other Convention Advisory Bodies, ICOMOS and ICCROM?

1.3. Methodology

Aleph undertook a qualitative methodology to conduct this review. A **desk review** was conducted at the start of the project to refine lines of enquiry within each of the questions provided in the Terms of Reference. A **Review Framework** was developed to provide a structural foundation for gathering, analysing and presenting information about IUCN's engagement with the World Heritage Convention. This was a necessary first step to developing recommendations for further action. A detailed description of the Review Framework is included in the annexes at the end of this report. The Framework was designed to provide a snapshot of the current status of IUCN's engagement with the Convention, and to review some of the advantages and disadvantages that accrue from its statutory role. The Framework was built on five key pillars:

- vi) *Strategic alignment* – to what extent are the World Heritage Convention and IUCN's strategic ambitions aligned with one another?

- vii) *Reputation* – to what extent does IUCN’s role as Advisory Body to the Convention enhance or undermine IUCN’s reputation?
- viii) *Influence* – does IUCN have influence within the Convention?
- ix) *Financial Health* – to what extent does IUCN consider the current financial arrangements to be fair?
- x) *Impact* – does the Advisory Body role strengthen or undermine IUCN’s capacity to support positive conservation outcomes?

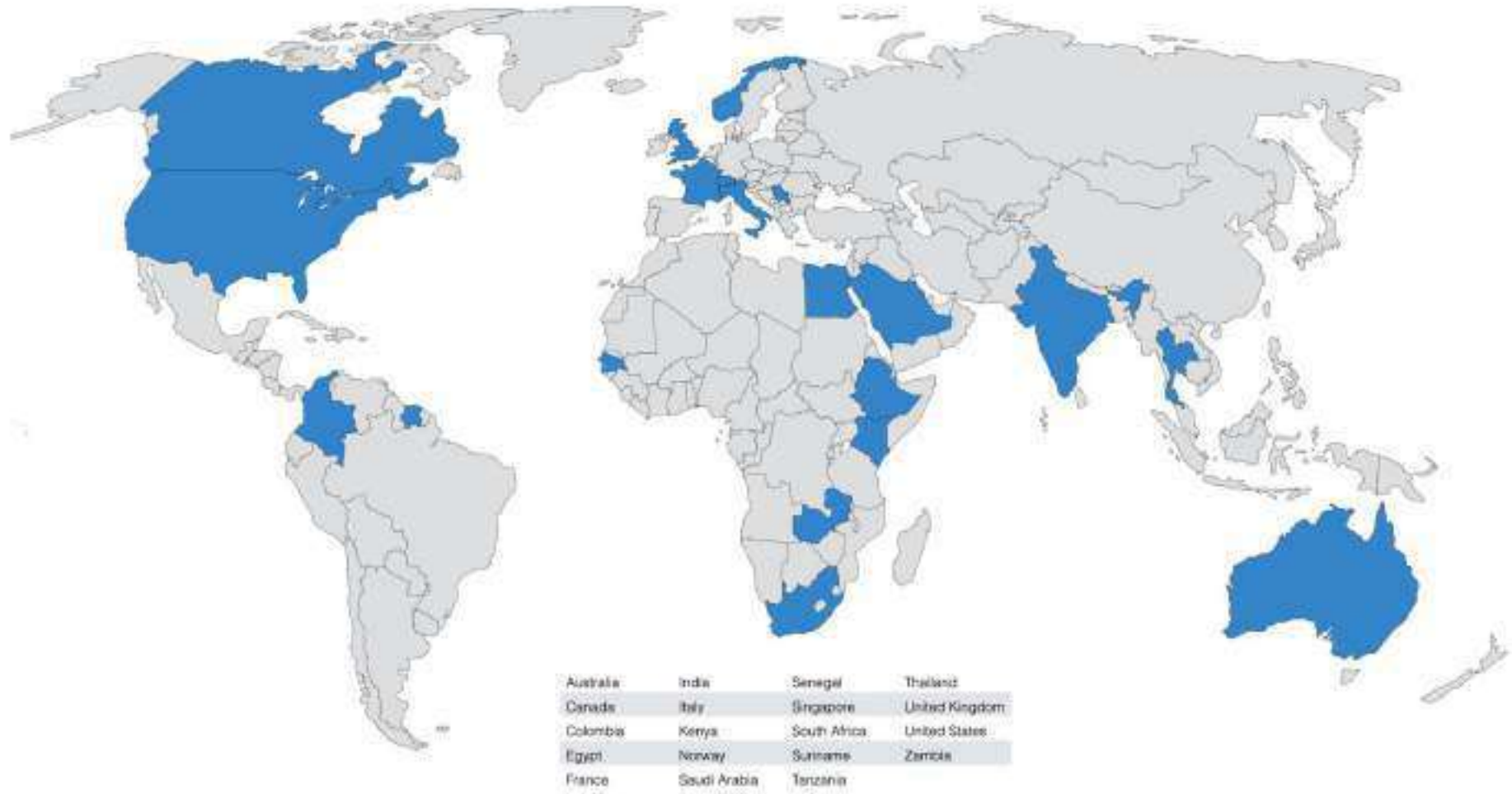
Aleph engaged with 52 individuals through *qualitative interviews*, which were conducted via video-teleconference. Interviews generally lasted for one hour, and were guided by a semi-structured questionnaire developed for each separate stakeholder category. A number of stakeholders, particularly those within IUCN, were interviewed on multiple occasions. Snowball sampling was employed to provide flexibility for the review team to pursue new lines of enquiry as they emerged during the interview process. This approach also helped to mitigate potential sampling bias, as we were able to speak to people who were not selected in advance by IUCN, enabling a wide inclusion of perspectives. A breakdown of interviews is presented below:

Table 1: Number of interviewees by stakeholder category

Stakeholder Group	Interviewed
IUCN (WH programme staff, non-WH staff, Council, Regional Directors)	17
UNESCO and the World Heritage Centre	7
Advisory Bodies to the World Heritage Convention	3
World Heritage Committee Members	5 (countries)
States Parties to the Convention	9 (countries)
Conservation / IPLC NGOs	4

The map below illustrates the geographic distribution of interviews. No further details are provided in order to preserve participant anonymity.

Figure 1: Location of Interview Participants (N.B. borders approximate only)



Aleph also conducted a series of workshops and presentations to ensure continual alignment of scope and expectations of this review. An *Inception Workshop* was held at the start of the review to confirm the methodology and to agree on the format and content of the Review Framework. Towards the end of the data collection phase, Aleph facilitated two *Recommendations Workshops* to present and validate early findings and to generate discussion around potential recommendations.

1.4. Limitations

- **Breadth versus depth** - This review explores a range of diverse and highly complex issues within a finite allocation of working days. Though this confers the advantage of necessitating a strategic perspective, it also prevents a detailed analysis of individual topics. Throughout this exercise we have endeavoured to strike a balance between depth of insight and breadth of subject matter coverage.
- **Not an evaluation of the World Heritage Convention** – This review is concerned with understanding IUCN’s role within the World Heritage Convention. Challenges facing the convention are therefore relevant to this work, but the review does not provide a detailed account of every challenge the Convention faces, nor the causes, nor the solutions.
- **Not an evaluation of the IUCN World Heritage programme of work** – Though relevant, IUCN’s wider World Heritage work - such as the World Heritage Leadership Programme and Outlook - is not assessed in detail as part of this exercise.
- **Non-representative sampling** – Within the time allocation for this review, Aleph undertook a qualitative methodology, interviewing stakeholders from across the World Heritage sector. Given the small sample sizes, the sampling strategy was non-representative, and we are cautious throughout this report about making regional generalisations. However, as noted in the methodology, a wide range of opinions were solicited from a good geographic spread of stakeholders in order to mitigate the risk of ‘group think’ amongst a narrow pool of respondents.
- **Non-exhaustive literature review** – There is a wealth of literature contained within IUCN, UNESCO and the wider World Heritage Convention stakeholder universe. Throughout this

report we draw on relevant documentary sources to illustrate key points and build an evidence base, but we do not provide an exhaustive review of all available literature pertaining to the World Heritage Convention.

- **Availability of key informants** – This review was conducted between June and September, during which time, many people were on leave or away from their desks. Response rates to interview requests were low.
- **Not a financial review.** While this review does concern itself with the financial health of the Convention, and though we provide recommendations about funding, it does not entail a full financial assessment of IUCN's funding streams for the World Heritage programme of work more widely. A full financial review was not requested in the terms of reference, and is therefore beyond the scope of this exercise. Instead, therefore, we provide a high-level snapshot of the World Heritage Fund, and the funding imperatives that flow from this.
- **Focus on IUCN** - The challenges associated with the implementation of the World Heritage Convention are multifarious and involve an extremely broad constellation of stakeholders across and within national governments, the World Heritage Centre, UNESCO more widely and the broader 'universe' of experts, NGOs and civil society. All play a role, to varying degrees, in the Convention's challenges. However, we limit the scope of our investigation and the recommendations to IUCN's part in this context.

1.5. Report Structure

Our analysis begins in Section 2 of the report with a summary of the Review Framework findings. Here, we provide a consolidated analysis of IUCN's relationship to the World Heritage Convention across each of the Framework's five pillars. Section 3 of the report presents our recommendations, which are grouped thematically.

1.6. Definitions

We provide some basic definitions below that will be used throughout the report. Where possible we ascribe views and opinions gathered through interviews using a standardised format, presented in the table below.

1.6.1. Stakeholders

Table 2: Definition of Stakeholder Categories

Stakeholder Reference	Description
IUCN World Heritage team	Shorthand for team within the current Heritage, Culture and Youth Team under the new restructure
IUCN wider staff	IUCN staff who are not in the Heritage, Culture and Youth Team, including regional offices, and staff in the Secretariat.
States Parties	Signatories of the World Heritage Convention who are not also current Committee Members
Committee Members	States Parties to the Convention who are currently on the World Heritage Committee
UNESCO	Staff at UNESCO in general
World Heritage Centre	Staff within the World Heritage Centre of UNESCO (the Secretariat of the Convention)
Wider experts / stakeholders	Staff working for CSOs/NGOs in the conservation sector, or representing IPLCs

1.6.2. IUCN

IUCN comprises a variety of different elements. In this report, when we refer to IUCN, we are referring to the Secretariat, and more specifically to the World Heritage Unit, unless specifically mentioned otherwise. We do not refer to IUCN's wider structures such as its membership or Commissions, unless explicitly referenced. We use the term **IUCN World Heritage Unit** as a shorthand to describe the staff working on World Heritage specifically, within the current IUCN Heritage, Culture and Youth Team. See further definitions of IUCN's work in the table below.

Table 3: Definitions of IUCN's World Heritage Work

Term	Definition	Activities	Current Funding
Advisory Body Role	<p>"The specific role of IUCN in relation to the Convention includes: evaluation of properties nominated for inscription on the World Heritage List, monitoring the state of conservation of World Heritage natural properties, reviewing requests for International Assistance submitted by States Parties, and providing input and support for capacity building activities" (Operational Guidelines, para 37). This also includes advising on the implementation of the Convention, assisting the Secretariat in preparing documentation, assisting with the development and implementation of a strategy for the representativity of the List, World Heritage Capacity Building, periodic reporting etc., monitoring the state of conservation of WHS and reviewing requests for assistance, and attending meetings of the Committee. This work is embedded in the Convention itself (Articles 8.3; 13.7 and 14.2)</p>	<p>See Statutory Work and Wider World Heritage programme of work below</p>	<p>See Statutory Work and Wider World Heritage programme of work Below</p>
Statutory Work	<p>IUCN Advice to the World Heritage Committee. A specific set of activities under the Advisory Body role. This clearly codified work is consistent with the defined mandate articulated in para 37 of the OGs and includes the evaluation of dossiers and SoC monitoring procedures, as well as the preparation of policy documents for the Committee. This work is specifically requested/mandated by the World Heritage Committee.</p>	<p>Evaluations; State of Conservation reports (Reactive Monitoring); Field missions, and every part of the nomination such as upstream support and the proposed Preliminary Assessment process; Preparing documents for the Committee</p>	<p>World Heritage Fund and direct and indirect finance from IUCN</p>
Wider World Heritage programme of work	<p>Projects and Activities of IUCN (delivered by the WH Unit in the Heritage Culture and Youth Team, and formerly by the IUCN World Heritage Programme). Work conducted by the IUCN World Heritage programme of work, which is consistent with the AB mandate but not necessarily directly requested by the World Heritage Committee, and/or requested/mandated by the Committee (or the Convention's General Assembly) but not funded by the World Heritage Fund. This work includes IUCN initiated work but also a large number of unfunded mandates and requests both as general mandates (such as capacity building for which UNESCO provides zero funding) and specific requests to IUCN in Committee decisions (both issue and/or site specific).</p>	<p>Capacity building programmes (e.g. World Heritage Leadership); Additional monitoring, such as World Heritage Outlook which aggregates data from SoC reports; Regional and Thematic Gap Studies; Communications and outreach; Site specific advice (including engagement in impact assessments); Ad hoc advice delivered at the request of State Parties</p>	<p>IUCN through extra-budgetary fundraising via its World Heritage programme of work</p>

<p>WH work in IUCN's wider portfolio</p>	<p>This corresponds to stakeholders and partners that may be IUCN members or Commission members or those with an interest in heritage conservation (e.g. HIST, Google Arts and Culture, Geoheritage partners). Many aspects of IUCN's work on the Green List and protected areas, Protected Species, Indigenous peoples' rights etc. include aspects that are relevant to World Heritage, but there is currently no extensive approach to documenting this work and naming World Heritage as a line on the budget. As with all WH work in IUCN, direct engagement in WH must remain consistent with and be respectful of the AB mandate (for instance no part of IUCN can prepare WH nominations).</p>	<p>Examples: Programmes carried out within the Protected Areas portfolio, focusing on specific issues (e.g. governance) at the regional scale (e.g. the Lake Ohrid region in Macedonia); Programmes carried out within the Ocean Unit, focusing on Marine World Heritage Sites in specific regions (e.g. Arctic); Country specific programmes (e.g. Thailand, Sri Lanka, Mauritania), or region specific programmes (e.g. North Africa)</p>	<p>IUCN, which has access to wider conservation and climate change funding, from a wide range of donors and through the implementing agency mechanisms of GEF and GCF</p>
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2. Findings from the Review Framework

The Review Framework is intended to provide a snapshot of IUCN's engagement with the World Heritage Convention. It is a summative, rather than evaluative instrument. It is important to understand the status of IUCN's engagement with the Convention before we can advise IUCN how to act. Below we present findings for each of the Framework's five pillars: *strategic alignment*, *reputation*, *influence*, *financial health* and *impact*.

2.1. Strategic Alignment

The World Heritage Convention is generally well aligned with IUCN's strategic ambitions for nature conservation. Nevertheless, there are a number of areas in which we find room for closer alignment, including raising the profile of nature conservation within the Convention; deepening the inclusion of indigenous peoples and civil society; alignment with IUCN's wider programme portfolio, such as Green List, and alignment with the Post-2020 Global Biodiversity Framework.

2.1.1. Areas of convergence

Overall, we find broad alignment between the conservation priorities within the World Heritage Convention and IUCN's conservation priorities. We discern IUCN's strategic ambitions from three key sources: IUCN's overall strategy, *Nature 2030*; the *Promise of Sydney* from 2014; and the resolutions on World Heritage from the IUCN *World Conservation Congress at Jeju* in the Republic of Korea (2012). As we note in our Inception Report, we identified a number of enduring themes that capture IUCN's longer-term direction of travel including: *conservation impact*, *integrated nature-culture approaches*, *sustainable development*, and *inclusion of indigenous peoples, civil society and local communities*. In three of these four areas we recognise a general alignment, be that in terms of shared/similar definitions or tangible actions.

- *Integrated nature-culture approaches* - The World Heritage Convention was the first to link the concepts of nature and culture conservation, and remains the most high-profile Convention explicitly serving this agenda. Though there are many well-documented challenges facing the Convention as it enters its 50th year, it has evolved and adapted over the years in response to contemporary conservation needs. World Heritage Sites,

whether natural or mixed, are a key instrument in protecting and conserving natural areas, and therefore make a core contribution to IUCN's wider protected areas work.

- *Sustainable development* – At its 20th session in 2015, the General Assembly of States Parties to the Convention adopted the Policy Document for the Integration of a Sustainable Development Perspective into the Process of the World Heritage Convention. The policy provides clear guidance to States Parties for balancing the needs of conservation, sustainability, and development in order to protect World Heritage properties. There is a current funding request 'live' at the time of writing in 2022 for a UNESCO programme to support the integration of Sustainable Development practices within national-level conservation policies¹.
- *Inclusion of indigenous peoples, civil society and local communities* – The inclusion of indigenous peoples has been a strategic objective of the Convention since 2007. This is reflected in the Operational Guidelines, which introduced Free, Prior and Informed Consent as a clause of nominations in 2015. Though still not operational, since 2021, the Preliminary Assessment toolkit checklist stipulates the need to ensure that local communities are involved in the planning and management of heritage sites, and indigenous peoples have been increasingly included through the International Indigenous Peoples' Forum on World Heritage (IIPFWH), which started in 2017.

2.1.2. Opportunities to strengthen alignment

However, interviews highlighted a number of areas in which there is need to align the Convention with IUCN's strategic priorities.

- *Conservation impact* – Fundamentally, both the World Heritage Convention and IUCN are concerned with protecting World Heritage. However, there is broad consensus among interviewees (including Members of the World Heritage Committee, States Parties to the Convention, and the World Heritage Centre) that discussions at Committee sessions and within the Ad-hoc Working Groups tend to focus on the nomination process rather the conservation management. Stakeholders remark that there is a greater investment of resource in the inscription process than maintaining high conservation standards once sites have been added to the List. As one interviewee in IUCN noted, there is no incentive

¹ UNESCO (2002) World Heritage and Sustainable Development policy explained: A guide and a collection of good practices to support development of national policies, programmes and sustainable management of World Heritage properties. <https://whc.unesco.org/en/activities/948/>

for maintaining a positive conservation outlook other than avoiding Danger Listing. While the purpose of the Danger List is to allocate additional support to the properties that are under threat, Danger Listing can be perceived as a 'punitive measure' by some state parties as the media can portray it as a state's poor ability to preserve natural protected areas. Moreover, as some sites have remained on the Danger List for many years, the value of such instruments to act as a deterrent is questionable.

- *Raising the profile of nature within the Convention and Positioning the World Heritage Convention within the Post-2020 Global Biodiversity Framework* - Integrating nature and culture is one of the key aims of the Promise of Sydney and is perceived as a priority within the Convention. However, stakeholders argue that natural heritage is still not getting the attention it deserves, especially considering its potential for climate change mitigation. One key aspect of IUCN's vision for the future is their engagement with the Post-2020 Global Biodiversity Framework propelled by the UN Convention on Biological Diversity (CBD). While this Framework is closely aligned with IUCN's work within the Convention, particularly where the protection of natural areas is concerned, there are still obstacles to achieving synergy in practice. IUCN's World Heritage Unit has drafted a statement in 2019 outlining the relevance of their work to the Framework, but they report there has been limited follow up. The Convention is seen by many within IUCN, States Parties and the World Heritage Centre, as a powerful (and untapped) mechanism to promote the conservation of large areas of land, getting the planet closer to its '30 by 30' goal while providing a high quality of protection, scrutiny and visibility. Contributing to protected and conserved areas work is one of the core tasks of World Heritage Sites. The World Heritage Convention operates at local, national and international levels to protect biodiversity: this gives it scope to both monitor the situation on the ground and provide an international framework for protection. According to key conservation stakeholders, the Convention has not yet positioned itself within the Framework, even though cooperation has been encouraged since CBD COP 13 in 2016².
- *Deeper integration of indigenous peoples and local communities in the World Heritage planning and management processes* - Integrating nature and culture often involves incorporating indigenous perspectives on natural heritage (songs, storylines, oral history etc.). According to some stakeholders, the integration of intangible cultural heritage

² CBD/COP/DEC/XIII/24

relating to natural sites is still incipient. There is also a perception among wider conservation stakeholders and indigenous representatives we interviewed that IUCN needs to do more to include the voices of Civil Society Organisations and IPLCs. This would involve facilitating their participation in decision-making process, including local NGOs and associations which might be better informed regarding the local context.

Ultimately, IUCN's lack of a clearly articulate and consolidated strategy for engaging with the World Heritage Convention makes it difficult to assess the extent to which the Convention enhances or undermines IUCN's strategic priorities. Historically there was no written strategy for the former World Heritage Programme, nor is there one now under the new Heritage, Culture and Youth programme. Neither is there a clear written strategy to guide IUCN's engagement with World Heritage more broadly. Such a strategy would enable the World Heritage Programme to create a performance framework to regularly assess the 'health' of IUCN's Advisory Body role within the Convention. We develop this theme more fully in the recommendations later in the report.

2.2. Reputation

Reputationally, the Advisory Body role brings both advantages and disadvantages to IUCN. On balance, we consider IUCN's association with the World Heritage Convention through the Advisory Body role to be generally positive. The majority of stakeholders interviewed in this exercise think that IUCN's Advisory Body role reinforces its reputation for technical credibility. Indeed, according to some States Parties, the credibility of the Convention itself is elevated through IUCN's association. However, familiarity with IUCN's Advisory Body role amongst non-World Heritage practitioners is judged by interviewees to be low. Given the comparatively high-profile of the World Heritage Convention itself, the Advisory Body role is therefore considered by many within IUCN and externally to be an underutilised asset for communication and fundraising. The main criticism to emerge from the interviews was that IUCN is considered to be too 'European'.

2.2.1. Familiarity with IUCN's Advisory Body Role

The majority of stakeholders interviewed (including State Parties and Committee Members) are fairly familiar with IUCN's World Heritage work at a general level. Knowledge appears to be limited to specific areas of engagement, with stakeholders occasionally expressing surprise at learning about IUCN's wider work ranging beyond its Advisory Body role. Even amongst those who have

worked closely with IUCN for many years, there is some uncertainty about the full range of IUCN's organisational elements and areas of work. State Party representatives who have worked with IUCN are familiar with other aspects of its work, including the Green List and World Heritage Outlook.³ However, the sheer scale of operations, geographical spread and membership are either overlooked or unknown. One interviewee remarked that they had no idea IUCN had such broad regional coverage until they saw a presentation at a recent Ad-hoc Working Group.

In contrast to this, a number of interviewees suggest that the World Heritage Advisory Body role is a comparatively little-known element of IUCN's wider global portfolio. A number of sources, both within IUCN and from the States Parties consider that non-technical stakeholder groups, such as national and sub-national government entities or non-heritage orientated CSOs/NGOs, are not very familiar with IUCN's Advisory Body role. This may be compounded, in the view of another external stakeholder, by the fact that UNESCO publishes (and brands) many of the reports and documents that flow from the Convention. Therefore, only people who are closely involved in the nomination process are aware of the intricacies of IUCN's work and its role in the process.

One States Party who had been working with IUCN for a long time said that they only learned about IUCN's Advisory Body work when the focus of their own work switched to heritage conservation. In this regard, it is notable that a handful of interviewees, (including non-World Heritage IUCN staff and external stakeholders) think that the restructuring of the IUCN Secretariat further obfuscates its work on World Heritage. They think that the integration of the World Heritage Programme's work into the 'Heritage Culture and Youth team' under the Society and Governance Centre dilutes the 'brand visibility' of World Heritage within IUCN, and suggests to some that IUCN may be 'deprioritising' World Heritage within its global programme portfolio.

For some, IUCN's Advisory Body role is seen as a significantly under-utilised communications and outreach asset. Interviewees both in IUCN's Membership team and among State Parties to the Convention stated that IUCN's association with the World Heritage Convention is an under-leveraged asset for profile raising, policy and advocacy work, as well as for growing the membership base. It is striking that the World Heritage Convention is virtually invisible on the current IUCN website. For prospective members, the fact that IUCN is an Advisory Body to the World Heritage Convention could be better marketed as a core value proposition for membership.

³ World Heritage Outlook has been downloaded over 10,400 times from its publication in 2020 to June 2022, according to IUCN's Altmetric data.

Other stakeholders within IUCN (WCPA) and UNESCO think that the Advisory Body role is an untapped opportunity to propel World Heritage more firmly into discussions about conservation and climate change. As discussed below in the *Influence* section, IUCN's Advisory Body role confers an unusual degree of visibility and influence within the Convention. As the Convention itself is high profile, and comparatively well-known even amongst the general public, there are some within IUCN (especially stakeholders working closely with IUCN membership and outreach) who feel this could be better harnessed to further IUCN's brand recognition more widely. This is also the view of people working in partnership with IUCN, such as UNESCO stakeholders we interviewed.

2.2.2. Differentiating Advisory Bodies

State parties recognise clear distinctions between the three Advisory Bodies, and that the Advisory Bodies are independent from the World Heritage Centre. States Parties recognise that the Advisory Bodies are the technical experts and that the World Heritage Centre is the Secretariat to the Convention. The majority of stakeholders we interviewed, whether Committee Members, States Parties, or World Heritage Centre staff, distinguished clearly between the Advisory Bodies. It is notable that many of the criticisms levelled against the Advisory Bodies in general – notably the perception of Eurocentrism and Western bias – were felt more keenly towards ICOMOS than IUCN or ICCROM. ICCROM itself rarely featured in any of the interviews as its role within the Convention is comparatively small, and is not linked to the contentious issues around nomination decisions or State of Conservation reporting. According to a number of interviews, the reason ICOMOS often finds itself 'in the line of fire' more often than IUCN is because its work relates to cultural heritage, which is a more sensitive topic. Cultural sites are inextricably linked to wider concepts of identity and national pride – negative recommendations may therefore be perceived as an attack on a nation's culture. Moreover, there is a perception among non-European States Parties that the definition of culture itself is still based on western/European values, and although many of those we interviewed recognised that IUCN has made efforts to include indigenous perceptions of culture, the extent to which policy acknowledges these knowledge systems is still limited.

The fact that stakeholders generally *do* differentiate between Advisory Bodies and the World Heritage Centre illustrates a reasonably high level of basic awareness about key roles within the Convention amongst States Parties and wider conservation stakeholders. It suggests that the criticisms towards the Advisory Bodies in general should be treated with nuance by IUCN, and not seen as a direct criticism of IUCN itself.

2.2.3. Quality of work

IUCN is widely considered to be a strong technical institution, and its work within the Convention is generally highly respected by all those we interviewed, including State Parties to the Convention that may have publicly disagreed with IUCN in the past. It is difficult to judge the net reputational effect of IUCN's involvement with the World Heritage Convention without empirical stakeholder perception polling, but qualitative evidence gathered through our interviews suggests that the effect is likely more positive than negative. Anecdotal evidence from IUCN non-World Heritage Staff suggests that there have been instances where IUCN's nomination recommendations have strained relationships at a national level (Tanzania, Australia, Thailand), and it would be tempting to extrapolate from these instances a wider organisational risk. However, we urge caution. It is true that these cases have required a considerable investment of time and resource in damage limitation management⁴, but most stakeholders in IUCN agree that these are isolated cases. Moreover, when speaking to external stakeholders who are familiar with these events, even those representing States Parties, it is clear that IUCN is still seen as a strong technical institution. Its strengths are considered to be its global presence (more on which later), strong technical rigour, credibility and the fact that it has been a part of the Convention since the beginning, and is therefore familiar with its complex systems, policies and procedures. Even those who are critical of the organisation say that they respect IUCN's technical credentials.

2.2.4. Appetite for change

IUCN is generally seen as a valuable and integral part of the Convention, and stakeholders across the Convention (including States Parties, Committee Members and the World Heritage Centre) are pleased with IUCN's work as an Advisory Body with one senior stakeholder saying that there would be 'no Convention without IUCN'. UNESCO's documentation⁵ makes it clear that the current Advisory Bodies fulfil the requirements of what they expect of such a role, and notes that few other organisations can comply with their requirements.'

There is little appetite for finding alternative Advisory Bodies to the World Heritage Convention, even amongst States Parties, UNESCO and the World Heritage Centre. None of the interviewees could identify potential alternative organisations for the roles of Advisory Body to the Convention. Opinion is divided about the value in seeking additional or alternative Advisory Bodies to the convention. Many interviewees recognised both sides of the argument - while there is some

⁴ According to one IUCN interviewee the disagreements between IUCN and the State Party led to lost programme funding.

⁵ *Background Document in Relation to Decision 44 COM 14* (p.21)

sympathy for the view that new Advisory Bodies could bring better value for money, there is general consensus that additional Advisory Bodies would enable States Parties to 'shop around' until they find someone to deliver a favourable recommendation. Further, they do not think there are any organisations with the same level of technical credibility as the current Advisory Bodies to fulfil this role.

As one senior commentator noted during an interview, the only exception to this, is when additional very specific inputs might be required on an ad hoc basis when the technical expertise required falls outside of IUCN's remit. This could apply to specific cases, such as seeking knowledge on Uranium mining from the International Council of Scientific Unions; or obtaining information pertaining to sites of memory and intangible cultural heritage, where ICOMOS might not be the first port of call.

In sum, stakeholders acknowledge that IUCN is uniquely situated to be an Advisory Body and stands out from other organisations, due to the following factors: i) its strong institutional experience and expertise working as an Advisory Body within the Convention for decades; and ii) its broad geographic coverage and membership, and iii) its strong technical capability and expertise.

2.2.5. Critique of IUCN

There is an enduring perception that IUCN is considered to be too European. States Parties are particularly critical in this regard, even those countries in Europe or North America. The perceived lack of inclusion of local experts is harmful to IUCN's reputation, creating the impression that IUCN only sends the same people to conduct evaluations each time. Of course, those who know IUCN well and have worked alongside the organisation for many years recognise that IUCN has made important strides towards expanding its pool of experts and broadening the diversity of Panel members.⁶ However, the location and leadership of the World Heritage programme of work within IUCN is still considered to be too European, notwithstanding the positive changes noted above. IUCN's own figures taken from its Background Paper to the Ad-hoc Working Group in 2021 show that the significant majority of experts sent on advisory and monitoring missions since 2016 have been European, even though European sites constituted less than a quarter of the mission locations⁷. We acknowledge that finding qualified experts from every region can be challenging –

⁶ IUCN 2022: Supplementary Information: Ad-hoc Working Group - Decision 44 COM 14: Further requests for clarifications following the meeting of 14 February 2022

⁷ IUCN: Ad-hoc Working Group - Decision 44 COM 14 / BACKGROUND DOCUMENT, p. 9-10

something we have observed evaluating UNESCO's own programmes. However, irrespective of the justification for the selection of experts, the optics certainly seem to reinforce the perception of Eurocentrism and IUCN stakeholders themselves acknowledge there is still much to be done.

IUCN's perceived lack of diversity is an issue that negatively affects stakeholders' relationship with IUCN. Several States Parties feel that their voices are not heard within the Convention, and that the issue pertains to the World Heritage Centre and Advisory Bodies' entrenched reliance on experts from the Global North rather than linked to gaps in capacity. Lack of expertise is often a claim that underpins regional imbalances, as experts that have previously worked with IUCN require less training and are more likely to work with IUCN again. African State Parties in particular have stated that they *do* have the relevant expertise regionally, but their experts are underrepresented in evaluation missions.

Indigenous peoples are also seen as being underrepresented within the panel of Advisory Body experts, according to some States Parties and those representing indigenous people's groups. Part of the problem, as they see it, is an underappreciation or lack of recognition of indigenous knowledge systems, compared to more widely recognised forms of technical qualification. They would like IUCN to provide technical training to people with indigenous heritage so that they can play a greater role in IUCN's statutory work. This would include training on how to sign up to IUCN's global expert roster, how to deliver evaluations, familiarity with the Convention etc. They recognised that this is currently provided by organisations such as the African World Heritage Fund and other UNESCO Category II centres, as well as the IUCN World Heritage Leadership Programme, but there is an appetite for these activities to be scaled.

2.3. Influence

IUCN is considered to be a highly influential stakeholder within the World Heritage Convention by the majority of stakeholders interviewed. Paradoxically, there is an increasing trend for the World Heritage Committee to disregard the Advisory Bodies' recommendations for inscription and Danger Listing due to the increased politicisation of decision making. We see little opportunity for IUCN to address this issue specifically, which must be referred to the World Heritage Centre, but there is latitude for operational reform, enabling incremental, but important improvements in Operational Guidelines. On balance, we consider that IUCN is better placed to advocate for reform to the Convention from within than from without.

2.3.1. Concordance between Advisory Body recommendations and Committee decisions

IUCN and many other observers, have noted its concern that the Committee is increasingly ignoring IUCN recommendations regarding inscription, non-inscription, referral, deferral, and Danger Listings for sites on the World Heritage List.⁸ A review of the Committee's responses to IUCN's reports and recommendations as discussed in the 2019 Delegation Report suggests that the Committee exhibits a bias for inscription of sites onto the World Heritage List. At the 43rd Session of the Convention in 2019, the Advisory Bodies made 24 recommendations for inscription to the WH List; the Committee accepted all but one of these. However, of the 11 sites that the Advisory Bodies recommended be deferred or removed from the list, the Committee modified 8 to move these toward inscription.⁹ A similar trend was in evidence in the 44th Session in 2021, when IUCN recommended 5 sites for inscription, all of which were accepted by the Committee; of the 3 sites IUCN recommended for referral or deferral, however, the Committee amended all three recommendations to inscribe the sites. IUCN was particularly alarmed by the Committee's decision to "triple-jump" the process on two sites that ICOMOS had recommended not be inscribed on the list in 2018: instead of moving through the usual steps of deferral or referral of these sites, the Committee "triple-jumped" to inscription in a direct reversal of ICOMOS's advice.¹⁰

The Committee has appeared similarly hesitant to accept the IUCN and other Advisory Bodies' recommendations for sites to be added to the list of World Heritage Sites in Danger; in 2019 and 2021, the tendency was to reject recommendations for danger listings, with the exceptions being cases where the relevant State Member Party agreed to the danger listing themselves.¹¹ These trends suggest a clear political drift in recent Committee decisions, which appear to prioritise decisions that will win the Committee favour with its State Members — by inscribing their sites on the WH List or by keeping those sites off the In Danger list. IUCN has the impression that Advisory Body advice is only lauded when it recommends inscription, and that it is challenged when it recommends referral, deferral, non-inscription or danger listing. A February 2022 non-paper submitted by India to the Convention, points out that the Committee is made up of sovereign nation states and that it is due to their decisions (rather than organised anti-AB bias within the Committee as an institution) that Advisory Body recommendations tend to be overturned.¹² While

⁸ Outlook Congress Event presentation, 16-17.

⁹ IUCN, *Delegation Report World Heritage Committee 43COM, 30 June - 10 July 2019*, 2.

¹⁰ IUCN, *Delegation Report World Heritage Committee Extended 44COM, 16 - 31 July 2021*, 3.

¹¹ IUCN, *Delegation Report 44COM*, 3; IUCN, *Delegation Report 43COM*, 1-2.

¹² India, "Reflections on Preliminary Assessments & Revenue Generation," February 2022, 1.

it is true that these decisions are taken by State Parties, it does not resolve the issue of the Committee's tendency to overturn the expert advice it has solicited from the Advisory Bodies and on which both World Heritage Fund and the Advisory Bodies' own resources have been spent. Nor does this account for the fact that the Committee rarely disagrees with Advisory Body recommendations if they are positive, i.e. to inscribe a site. There is only disagreement when the recommendation is perceived as 'negative'.

2.3.2. Capacity of the Convention to reform

The Convention has limited capacity to change at a strategic level. The main barrier to reform is the trend towards the politicisation of decisions in the World Heritage Committee, which is beyond the capacity of IUCN to address. The majority of those we interviewed consider this to be an inevitable, and unavoidable consequence of the Convention's own success. The number of States Parties has increased concurrent with a rise in political and economic capital associated with inscription on the World Heritage List. Interviewees described discussions amongst Committee Members as 'horse trading' referring to the practice of tactical voting and favour-gaining between countries seeking successful nominations. Bloc voting is allegedly not uncommon. Representatives for each States Party are now generally political appointments from Ministries of Foreign Affairs rather than technical line ministries. Those who have been involved with the Convention for a long time are concerned that the Convention's credibility is at stake. Efforts to address this issue have been proposed in the past - such as agreeing that Committee Members are not permitted to have inscription nominations during their membership of the Committee - but they have never been codified in the Operational Guidelines, and have been met with muted enthusiasm from States Parties.

Authority to make changes to the Convention rests with the Committee, which has little incentive for doing so as it has a short-term mandate and enjoys a disproportionate level of authority compared to the General Assembly, according to interviewees. If a State Party is not in the Committee, it cannot push for reform. The Convention is in a bind – change can only be made by those who stand to lose from it. Further, any attempt to radically alter or re-ratify the Convention would likely result in fewer signatories to the Convention, thereby significantly undermining the reach and influence of the current Convention.

As IUCN notes, one of the key barriers to reform is that there is no one to watch the strategic health of the Convention.¹³ Even when changes can be made at a more operational level, through the Operational Guidelines (e.g. to limit submissions for nomination while on the Committee), this does not create a legally binding instruction, as the Guidelines can be disregarded at the discretion of the States Parties, according to UNESCO's legal advisors. The Committee's departure from the Operational Guidelines is a concern for all, even to those Committee Members who took part in this Review. IUCN stakeholders have also explained that at the Committee level, operational decisions are not made based on precedents. These decisions do not capitalise on previous experience and do not become legally binding or even a basis that later debates may refer to. This generates inconsistencies in the positioning of the Committee. Interviewees compared this situation to that of the Convention on Biological Diversity (CBD), which builds upon its past operational decisions. The majority of stakeholders who spoke about this problem felt that the World Heritage Centre should play a stronger role in maintaining standards, though no one was able to offer a suggestion as to how this could be done.

2.3.3. Ability of IUCN to advocate for change

IUCN is better placed to advocate reform from within the Convention, rather than as an outside partner. IUCN is considered to be highly influential within the Convention¹⁴ – a view endorsed by many interviewees (including States Parties, Committee Members, UNESCO and the World Heritage Centre). IUCN is visible at Committee Sessions, with a place at the podium and with speaking rights above non-Committee Member States Parties. As IUCN drafts the decisions for nomination dossiers, it sets the tone and topics for discussion at the Committee sessions. From our own assessment, IUCN appears to have had some successes in advocating for operational level changes within the Convention, as we have highlighted in the *Alignment* section of the report.

Although attribution is hard to establish for changes happening within the Convention and its Operational Guidelines, several recent amendments are aligned with IUCN's historic advocacy priorities within the Convention, suggesting a high degree of influence. The reforms pertaining to indigenous rights and Free Prior Informed Consent are one such example. Another operational adjustment was the reform of the nomination process with the introduction of the Upstream Process¹⁵, which enables the Advisory Bodies and the World Heritage Centre to provide advice and capacity building support to States Parties in preparation of their nominations. Similarly, the

¹³ IUCN (2021): *Outlook Congress Event_Powerpoint_06 Sept 2021*

¹⁴ Meskell, L. (2013): *UNESCO's World Heritage Convention at 40*. *Current Anthropology*. Vol. 54, No. 4, p.485

¹⁵ <https://whc.unesco.org/en/upstreamprocess/>

introduction of the so-called “Upstream Process”, which creates room for pre-inscription dialogue between IUCN and States Parties, and a Preliminary Assessment, were positive adjustments to the Operational Guidelines. These tools provide an opportunity for pre-nomination advice, which could help to alleviate some of the political pressures that arise from disagreements between States Parties and the Advisory Bodies, considered as harmful to all parties concerned.

2.4. Financial Health

Financial Health: The World Heritage Convention is facing a funding crisis. As the Convention has grown in scale and complexity, the demand for Advisory Body services and the administrative burden on the World Heritage Centre itself has risen dramatically, while the funds available to cover this work have decreased. The solutions to the funding crisis remain elusive and it is unlikely that additional funds can be secured for the World Heritage Fund itself from States Parties which to date have shown little appetite for increasing their contributions to the Convention.

IUCN currently estimates that it will contribute CHF 400,000 in direct finance and CHF 1.3 million in total when including in-kind support marshalled through IUCN volunteer networks over the 2022-2023 Biennium in order to maintain the current level of statutory work. It is unclear whether this level of internal funding will be available after 2023. IUCN must therefore reassess its ability and willingness to continue investing its own resources into the statutory work and, if not, be prepared to provide justification in negotiating contractual arrangements with the World Heritage Centre for a reduced level of support to the Convention in line with real costs and available resources.

2.4.1. Insufficient resources

The World Heritage Fund is insufficient to cover the mandatory work of the Advisory Bodies. The World Heritage Convention funding crisis is well documented¹⁶. IUCN’s World Heritage activities broadly fall all into three areas:

- i) IUCN’s statutory work, as mandated by the Operational Guidelines;

¹⁶ See in particular IUCN’s background document to the Ad-hoc Working Group - Decision 44 COM 14

- ii) IUCN's wider World Heritage work (such as the World Heritage Leadership Programme and Outlook);
- iii) IUCN's World Heritage work in the wider IUCN programme portfolio.

Here, we consider the financial health of IUCN's statutory work, as this will provide a basis for assessing future potential activities that fall under the other two categories above. Within the time constraints of this exercise, we are unable to provide a more detailed assessment of these areas.

All interviewees agree that the financial arrangements for the World Heritage Convention are highly strained. The majority of interviewees, including those within the World Heritage Centre, States Parties and Committee Members, and wider stakeholders, recognise that IUCN, and ICOMOS in particular, are chronically underfunded. The demand for Advisory Body services is rising exponentially as the number of sites on the List has increased, yet the resources available to respond have actually decreased. The Advisory Bodies' costs are covered by the World Heritage Fund, which is capped at 1% of States Parties' contributions to UNESCO. IUCN reports that there has been a 22% decrease in funds since the withdrawal of the US from UNESCO, resulting in a 10% reduction in the budget available for the Advisory Bodies.

IUCN has not received an increase in funding for the last decade, during a time when the size of the list of natural and mixed sites has increased by 23%.¹⁷ UNESCO's own data shows that the amount available for each inscribed property has fallen from USD 6,900 in 1996 to just USD 2,600 in 2021, which it ascribes to a decrease in the Fund's income and a rise in the number of inscribed sites.¹⁸ The addition of Preliminary Assessments to the statutory work of the Advisory Bodies is estimated to cost an additional USD 550,000 per year.¹⁹ This does not account for the additional costs incurred by Advisory Bodies to deliver these activities. As UNESCO notes, this would further reduce available funds for conducting existing statutory obligations.²⁰

IUCN expects to receive USD 1,465,282 from the World Heritage Fund for the 2022-2023 Biennium for conducting its statutory work.²¹ In doing so, IUCN accrues additional operational costs for activities such as facilitating field missions or conducting 'damage control' with national

¹⁷ IUCN (2022): IUCN Observations/Comment: Ad-hoc Working Group - Decision 44 COM 14 / Background Document

¹⁸ UNESCO IOS (2022): *Performance Audit of the World Heritage Centre*. P.6

¹⁹ UNESCO IOS (2022): *Performance Audit of the World Heritage Centre*. P.9

²⁰ UNESCO IOS (2022): *Performance Audit of the World Heritage Centre*, p.9

²¹ WHC/21/44.COM/14, p.76

counterparts in the event of a negative decision, voluntary time contributed by consultants, or the 'intense'²² preparations for the annual Committee Sessions.

In addition, IUCN reports high transaction costs associated with routine requests and International Assistance, as well as significant time and material contributions at national level in support of evaluations, field visits, and other Convention-related business. IUCN states that the average financial cost of an evaluation is 25,000 USD, but when in-kind contributions are factored in (voluntary time and materials), the cost is closer to 94,000 USD²³. In the same paper, IUCN shows that the Biennium budgets have decreased substantially since 2018-19. As a result, there is internal pressure within IUCN to allocate adequate resource for activities related to the Convention. Regional offices in particular struggle to allocate funds for this work as they receive no funding from the World Heritage Fund itself.

IUCN estimates conservatively that it will need to contribute an additional CHF 1,315,230 of its own resources (in-kind and direct finance) to maintain the current level of support to the Convention.²⁴

There is consensus within IUCN (both within the World Heritage team and wider departments) that the assumption that IUCN will be able and willing to provide the same level of support to the Convention is not sustainable, and that a review of how the statutory work is funded is now essential. IUCN has always co-financed the statutory work delivered by the World Heritage programme of work, increasing the funding available to meet the rising volume of work the Advisory Body role has entailed. Following the 2013 external evaluation of the World Heritage programme of work, the IUCN Director General approved a management response confirming an increased allocation of framework funding from IUCN.²⁵ This was endorsed by the Council, which 'requests the Director General in the 2015 budgeting process to consider providing additional resources from core funds to IUCN's role in the World Heritage Convention.'²⁶ After this point, the funding was increased from around CHF 200,000 to approximately CHF 300,000 per annum. However, in 2022 the funding was reduced back to previous levels, and the IUCN World Heritage Unit currently receives CHF 200,000 a year in core funding to support the statutory

²² IUCN non-WH staff and States Parties described the preparations for the Committee sessions as *intense* and *time-consuming*.

²³ IUCN: Supplementary Information: Ad-hoc Working Group - Decision 44 COM 14

²⁴ WHC/21/44.COM/14, p.76

²⁵ IUCN (2014): *Management response to Evaluation of IUCN World Heritage Programme 2014*

²⁶ IUCN (2014): *83rd Meeting of the IUCN Council, Gland (CH), 18-21 May 2014. Decisions. C/83/20*

work. At the time of writing (October 2022), it is unclear whether IUCN is able to continue co-financing the statutory work for the Convention beyond the current financial year.

2.4.2. No solutions

There is an on-going discussion within the Convention about whether the Advisory Bodies represent value for money. UNESCO's Internal Oversight Services (IOS) conducted a Performance Audit of the World Heritage Convention, seeking to assess the financial sustainability of the World Heritage Centre²⁷. Strikingly, the report only reviewed how the World Heritage Fund is allocated, which does not account for the full financial health of the World Heritage Centre. Including the World Heritage Fund, UNESCO's regular budget and the voluntary contributions, the Advisory Bodies only account for approximately 12% of the total budget (IUCN itself accounts for only 5%).²⁸ In omitting to include these funds in the Performance Audit, there has been a missed opportunity to provide an accurate understanding of the current financial situation. The report focused mostly on the Advisory Bodies, drawing conclusions that have been robustly contested by IUCN²⁹ and ICOMOS. To date, IUCN has received no response from UNESCO on these points of contestation. In particular, the report does not account for the Advisory Bodies' additional contributions to the Convention, which effectively subsidise its activities.

We endorse IUCN's suggestion for an independent assessment and business plan for the Convention, which should review all funding available to support World Heritage.³⁰ It would be beneficial to the financial health of the Convention if an holistic fully independent audit were to be undertaken, as this may help to identify potential areas for streamlining administrative and operational procedures, thereby resulting in potential cost-savings.

A variety of solutions have been proposed over the years, yet, as IUCN notes³¹, there has been an almost universal failure to implement any of them. The difficulty arises from the fact that most of the suggestions that have been made in the past required voluntary action from the States Parties, which, to date, has not been forthcoming. IUCN reports that only 3.6% of States Parties

²⁷ UNESCO IOS (2022): *Performance Audit of the World Heritage Centre: Annex 9 – Terms of Reference of the IOS Performance Audit of the WHC*.

²⁸ WHC21-44com14, p.55

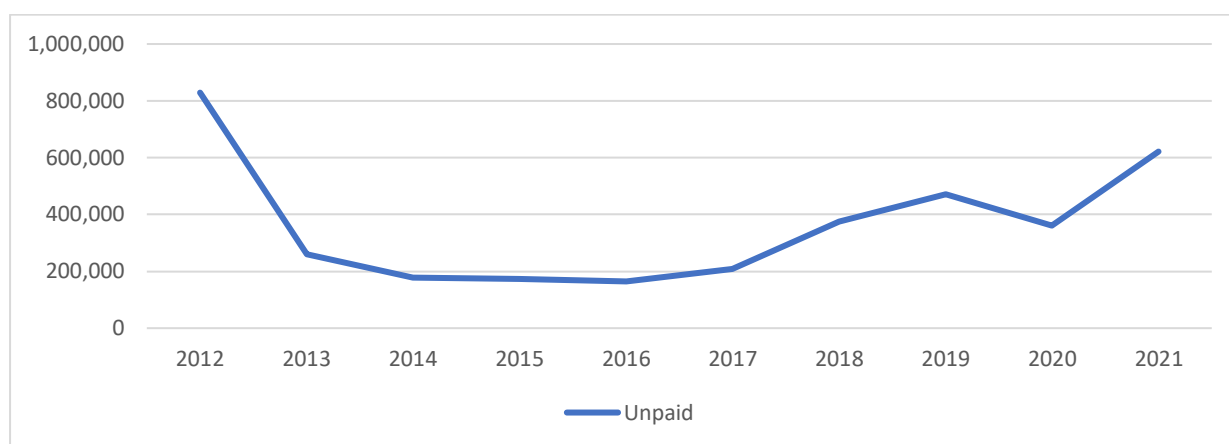
²⁹ IUCN (2022): *IUCN comments on the IOS Performance Audit of the World Heritage Centre*.

³⁰ IUCN (2022); *Supplementary Information: Ad-hoc Work Group Decision 44 COM 14 Draft IUCN inputs for further elaboration*

³¹ IUCN (2022): *IUCN Observations/Comment: Ad-hoc Working Group - Decision 44 COM 14 / Background Document*

have voluntarily increased their annual compulsory contribution.³² This may not be surprising, considering that many countries have not met their existing compulsory contributions. Looking at the World Heritage Fund’s published *Statements of Assessed Compulsory and Voluntary Contributions* shows an increasing, and concerning, trend in unpaid assessed compulsory contributions (see figure below). As of December 2021, fully one third of States Parties had unpaid contributions (33%).³³ The funding shortfall has been further exacerbated by the departure of the US from UNESCO in 2018.³⁴

Figure 2: Summary of value of unpaid assessed compulsory contributions to the World Heritage Fund (source: World Heritage Fund Statements of Assessed Compulsory and Voluntary Contributions December 2012 - December 2021)



Some within IUCN feel that where technical assistance is requested by State Parties they should be charged proportionally for their services, with a potential subsidy provided by wealthier nations. However, cost-sharing models have been proposed in the past with limited success. In 2019, the Committee adopted a proposal for a cost-sharing model for the evaluation of nominations, with wealthier nations contributing additional funds to cover the nomination costs of Least Developed Countries or Low-Income Economies (Decision 43 COM 14, para. 18). A sub-account was created to hold the additional budget. 18 nominations dossiers were received from High or Middle-Income countries, generating a forecast surplus revenue of USD 440,000. However, as of December 2020, only 19.5% of this amount (USD 86,218) was received.³⁵

³² Ibid

³³ World Heritage Fund Statement of Assessed and Voluntary Contributions December 2021

³⁴ <https://www.un.org/unispal/document/the-united-states-withdraws-from-unesco-us-department-of-state-press-release/>

³⁵ WHC/21/44.COM/14, p.14

Overall, on the basis of past precedent, it is unlikely that further contributions will be forthcoming from States Parties to increase the available funds within the World Heritage Fund. In a background document submitted to the Ad-hoc Working Group in 2022, IUCN describes the current financial position with the Convention 'unsustainable', warning that unless funds increase, the Advisory Bodies will be obliged to 'align workload to available resources.'³⁶

It is our view that the current financial situation warrants precisely such a re-alignment of workload and resources. IUCN should conduct a detailed internal assessment leading to a clear set of costed activities that IUCN is able to deliver within the current resourcing constraints of the World Heritage Fund. This should entail a thorough cost benefit analysis of all activities related to the discharge of its statutory work. We return to this in detail in the recommendations that follow later in the report.

2.5. Impact

The Convention is uniquely equipped with a range of measures to encourage strong conservation management practices. However, it is difficult to assess the conservation impact of these measures, or of the Convention more broadly, at ground level, as there are no measurement frameworks that explicitly record conservation outcomes pre- and post-inscription.

However, IUCN's flagship World Heritage Outlook report fills an important gap by providing an assessment of conservation outlook at all natural World Heritage Sites. The Outlook report illustrates that sites are just about maintaining a static conservation outlook in spite of rising threat levels, suggesting that inscription on the World Heritage List does play a role in protecting natural heritage.

2.5.1. Delivering Impact

The purpose of the World Heritage Convention is to deliver positive conservation outcomes at Listed Sites. The Promise of Sydney, which provides a clear impact ambition for IUCN's conservation work, includes the World Heritage Convention as a means to achieve these objectives. In 2014, it states that the 'major goal for the next 10 years is to achieve a demonstrable improvement in the conservation status of natural World Heritage Sites'³⁷. The World Heritage

³⁶ IUCN (2022): *Ad-hoc Working Group – Decision 44 COM 14 / Background Document*

³⁷ Promise of Sydney p. 4.

approach complements IUCN's work to promote conservation and to protect 30% of the natural and maritime environment by 2030, as stated in the Post-2020 Global Biodiversity Framework. World Heritage Sites can contribute to this effort as natural protected areas, and because they provide high quality protection due to the multiple layers of management they confer on natural areas.

In principle, the Advisory Body role empowers IUCN to recommend a range of measures to strengthen conservation management. IUCN has the ability to recommend measures such as de-listing, Danger Listing and Reactive Monitoring visits. Stakeholders from States Parties and within IUCN observe that the World Heritage Convention is unique in this regard. In theory, these measures enable IUCN to strengthen conservation outcomes by highlighting specific areas that need to be addressed in order to improve the conservation outlook at a specific site.

However, there are mixed views as to the efficacy of these measures – most notably Danger Listing – as a number of States Parties and the World Heritage Centre itself said that some sites have been on the Danger List for many years with no change (the Cultural Landscape and Archaeological Remains of the Bamiyan Valley being a good example). Besides, by the time a site enters the Danger List, the damage might already be irreversible³⁸. Unfortunately, there have been no empirical studies to assess the effectiveness of these measures in improving conservation outcomes, as we discuss below.

2.5.2. Measuring impact

There are no reporting instruments within the World Heritage Convention to illustrate or measure the impact of World Heritage Inscription on conservation outcomes. Are conservation outcomes improved as a result of World Heritage inscription? Does World Heritage inscription ensure the protection of each site's natural value?³⁹ Answering these questions would provide a strong evidence base for showcasing the Convention's contribution to nature conservation. The absence of impact measurement tools and data was also noted in the 2013 external evaluation of IUCN's World Heritage programme of work.⁴⁰

³⁸ Labadi, S. (2022), "The World Heritage Convention at 50: management, credibility and sustainable development", *Journal of Cultural Heritage Management and Sustainable Development*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JCHMSD-05-2022-0077>.

³⁹ IUCN (2020): *Protected Areas Benefits Assessment Tool + (PA-BAT+)*, p.vii

⁴⁰ IUCN (2013): *Evaluation of the IUCN World Heritage Programme*, p.65

Within the Convention's current statutory reporting instruments, we can infer impact from two sources, *the List of World Heritage in Danger* and *State of Conservation* reporting. Danger Listing provides an indication of the proportion of listed sites with deteriorated conservation outcomes. State of Conservation reporting provides an update on sites, but as this is a reactive instrument, it only provides a snapshot at a comparatively small proportion of sites that are threatened. Moreover, recent research has highlighted the extent of political manoeuvring in shielding heritage sites from Danger Listing, suggesting that the reality on the ground is potentially worse than the World Heritage List suggests.⁴¹ There is a need, therefore, for stronger monitoring and reporting instruments to assess the conservation outlook of World Heritage inscription.

Recognising this need, IUCN's World Heritage Outlook provides the only global assessment of the potential of natural World Heritage sites to conserve their World Heritage values over time. Starting in 2014, a report is produced every three years, providing a longitudinal assessment of conservation outlook. It does not provide assessment pre- and post-inscription, but rather assesses changes over time across three datapoints since 2014. It assesses each natural and mixed site across three areas: *status of outstanding universal value*, *threats* and *protection and management*. It assesses conservation outlook against the four out of ten OUV criteria related to nature:

- (vii) contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;
- (viii) be outstanding examples representing major stages of Earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features;
- (ix) be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;
- (x) contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of Outstanding Universal Value from the point of view of science or conservation (UNESCO, 2019).

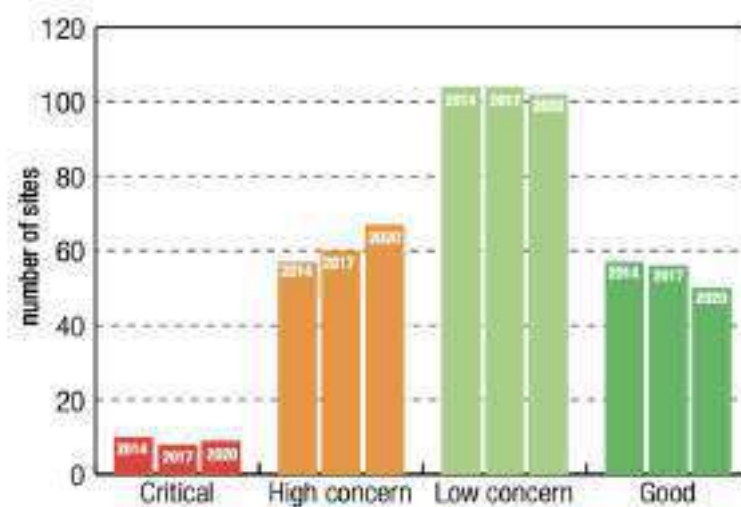
⁴¹ Morrison, T.H. et al. (2020): *Political dynamics and governance of World Heritage ecosystems*. Nature Sustainability 3, p.947

World Heritage Outlook is consistently one of IUCN's most downloaded and read publications each year it is produced, according to IUCN's Altmetric Attention Score. One State Party we interviewed was full of praise for Outlook, explaining that it filled a critical need in understanding the impact of the Convention on conservation results. Nevertheless, in spite of the high Altmetric Attention Score, within IUCN itself, there is a sense that this is an underutilised communications asset. According to the Membership Team, who polled members' views, IUCN's members are generally not familiar with Outlook compared to other higher-profile instruments such as the Red and Green Lists.

IUCN's own assessment of the conservation outlook at World Heritage Sites shows that there has been limited improvement since 2017. There is no baseline data to compare pre- and post-inscription conservation outlook, as World Heritage Outlook provides an assessment of existing sites only. Time-series data from 2014, 2017 and 2020 illustrates that in the majority of cases, the conservation outlook of sites has remained broadly the same. In those instances where changes have been observed (24 sites between 2017 and 2020), twice as many sites deteriorated (16) as improved (8). In total, since 2014, 43 sites changed their overall conservation outlook, with improvements in 18 cases, compared to deteriorations in 25.⁴² Looking specifically at the conservation status of natural values, Outlook records a notable increase in the number of sites of *high concern* as shown in the chart below taken from the most recent Outlook Report. The number of sites of *low concern* or *good* has decreased.

⁴² IUCN (2020): *World Heritage Outlook 3*, p.85

Figure 3: Overall state of values of all natural World Heritage sites in 2014, 2017 and 2020, taken from World Heritage Outlook 3



The report notes that climate change is the most common threat to OUV, but it also shows that tourism visitation and infrastructure are significant threats. This is interesting, as many of the States Parties we interviewed described tourism revenue as one of the primary motivations for inscription, as discussed below.

Interviews with States Parties highlighted that the primary motivations for inscription are often linked to economic development and raising national profile, rather than conservation. This was found to be particularly true in Africa, where economic development is a prime motivator for World Heritage Listing. Conservation is rarely mentioned as a primary motivation. Some interviewees within IUCN, States Parties and the expert community saw the integration of "sustainable development" as a threat to the Outstanding Universal Value of the properties, citing the example of the Selous Game Reserve as a site which should have been removed from the List. On the other hand, State Parties in the Global South view development as their prerogative, and do not want conservation to prevent infrastructural changes that would benefit the quality of life of their citizens.

3. Recommendations

There is an implicit question underpinning this review: *to what extent should IUCN remain committed to its role as Advisory Body to the World Heritage Convention?* The Review Framework above sought to provide a high-level assessment of advantages and disadvantages associated with the Advisory Body role. In spite of the many challenges associated with the Advisory Body role, and the Convention itself more broadly, there is consensus within IUCN that the Advisory Body role confers a range of valuable benefits that would be lost if IUCN were to depart from the Convention. IUCN has a unique level of access to and influence over one of the most significant platforms for multi-national policy making in the Nature/Culture sector. The World Heritage Convention is a high-profile brand, widely recognised beyond technical experts working in heritage conservation.

However, the review has highlighted a number of areas in which IUCN can strengthen its engagement with the Convention, and a number of ways in which it can address some of the outstanding challenges the Convention is experiencing. The issues at hand are highly complex and often interrelated. For clarity, we split the recommendations into three categories:

- i) ***Strategic recommendations*** provide guidance for building a strategy for IUCN's World Heritage work.
- ii) ***Operational recommendations*** provide guidance for IUCN on how to address specific challenges or opportunities within the World Heritage Convention.
- iii) ***Recommendations to support the World Heritage Centre*** provide suggestions for how IUCN can support the World Heritage Centre to address some of the challenges facing the Convention.

The recommendations here are directed towards the World Heritage Unit unless explicitly stated otherwise.

3.1. Strategic Recommendations

RECOMMENDATION 1: Develop a strategy for IUCN's World Heritage programme of work. There is currently no written, clear or consolidated strategy for the World Heritage programme of work, nor, by extension is there a strategy for engaging with the World Heritage Convention itself. This is problematic on a number of levels. Firstly, without clear set of ambitions for the World Heritage programme of work, it is difficult to advise IUCN on how it should position itself within the Convention within this review. Secondly, without a strategy it is hard to determine whether IUCN's engagement with the Convention is supporting or undermining its work, as there are no outcome measurement indicators associated with the AB role. Thirdly, the absence of a strategy obstructs budgeting and financial forecasting. A strategy would enable IUCN to develop a costed set of activities and to identify potential funding gaps based on previously-attained funding levels. We recognise that much of IUCN's statutory work is delivered in response to need/demand from States Parties, and is therefore hard to anticipate, but it should be possible to develop a set of basic assumptions around likely demand levels based on past precedent.

We strongly encourage IUCN to undertake this exercise in a collaborative manner, seeking contributions from a wide range of departments and programmes within IUCN, especially those working in 'outward facing' roles such as partnerships, communication and membership. There is appetite within IUCN to engage in this exercise, as the Convention could serve a multitude of purposes, as we explore below. The strategy should be aligned with IUCN's Nature 2030 Strategy, and should be situated within the broader discussions about IUCN's 20-year vision, which are taking place within IUCN in advance of the next Congress in 2025.

Developing a strategy should include a number of actions:

- **Build a programmatic theory of change.** Consistent with the recommendations in the World Heritage programme of work evaluation from 2013, IUCN should develop a theory of change, illustrating the expected conservation outcomes from World Heritage inscription. For example, it should illustrate how inscription is expected to impact biodiversity or eco-system services.

- **Develop a monitoring framework to assess IUCN's engagement with the World Heritage Convention.** This is about assessing the quality of engagement that IUCN has with the various elements of the Convention. At its most basic, it could take the form of a performance measurement framework, structured in a similar manner to the Review Framework used in this project. The framework would provide a measurable benchmark of IUCN's engagement with the Convention, facilitating a quick and accurate diagnosis of problems, and the identification of potential remedial actions. It would enable IUCN to monitor trends such as the overturning of IUCN's advice, the level of influence that IUCN has within the Convention, or IUCN's reputation amongst stakeholders. This would also contribute to a wider Convention Health Framework, that we propose below in Recommendation 8. The framework should be reviewed and updated on an annual basis, and would facilitate future discussions around IUCN's continued engagement with the Convention.
- **Develop a clear strategy for positioning World Heritage within the Post-2020 Global Biodiversity Framework.** The World Heritage Convention is well-positioned to make important contributions to the goals of the Post-2020 Global Biodiversity Framework, particularly with regards to achieving the goal of placing 30% of all land and oceans under protected area status by 2030.

Positioning the Convention within the Framework, would also help to address the optics of the Convention as being predominantly culture-focused. There are more cultural sites (897) inscribed on the World Heritage List than either mixed (39) or natural sites (218). According to one experienced observer who participated in this review, this means that a) the Convention's contributions to nature conservation are often overlooked by policy makers, and that b) the 'front line' policy making around nature conservation is taking place in other Conventions, and that c) the Convention struggles to attract nature conservation experts to the Committee Sessions.

Much work has already been committed to exploring the linkages between World Heritage and the Post-2020 Global Biodiversity Framework. A joint statement was produced by IUCN, the World Heritage Centre, ICCROM, ICOMOS and ICIMOD in 2019, highlighting the specific contributions of World Heritage to the Framework and specific indicators that

could be included in the results measurement framework.⁴³ However, as IUCN reports, there has been limited follow up to this process. The IUCN World Heritage programme of work should conduct a brief review to assess the status of the recommendations to identify potential follow-up activities.

RECOMMENDATION 2: Develop a communications strategy to explain the World Heritage programme of work. There is currently limited communication and outreach strategy to explain the World Heritage programme of work. As interviewees have explained, IUCN is a large and complex organisation, and on occasion the lines between IUCN's statutory work and its broader advocacy and programming can be blurred. Similarly, there is a request from within IUCN for better communication with the World Heritage Unit. Communications priorities will flow from the development of an overarching World Heritage programme of work strategy, above, but there are a number of actions that can already be foreseen:

- **Clarify the distinction between IUCN's statutory work on the Convention from its wider World Heritage programming.** This should entail clarification of the roles on the IUCN website. It could also include targeted communications to national governments through the IUCN membership channels and through regional directors. This could take the form of 'road-mapping' statutory procedures and the organisations responsible for delivering them. IUCN may also wish to consider creating a separate organisational brand identity for IUCN's Advisory Body work in order to reinforce differentiation between its various mandates.
- **Build an 'online community zone' to better communicate with IUCN constituents.** We understand that there are plans underway within IUCN to develop such a platform. The World Heritage Unit should be involved with these discussions in order to explore options for enabling vibrant and participatory discussions around key issues within the Convention. This would help to address the perception that civil society organisations, in particular, are generally excluded from the business of the Convention. As part of this work, IUCN could also consider polling members' views on World Heritage issues, helping to generate an evidence-base for wider advocacy work.

⁴³ *World Heritage and the Post-2020 Global Biodiversity Framework*

- **Strengthen engagement with States Parties.** Many of the States Parties we spoke to asked for closer dialogue and engagement with IUCN around the nomination and inscription process. As above, this would likely take the form of bilateral engagement with the IUCN Regional Offices, who should engage closely with States Parties early on in the nomination process to explain each step, and IUCN's role.
- **Promote the role of the World Heritage Convention in contributing to nature conservation.** As noted above, this should entail public communication about the role of World Heritage Sites in contributing to the achievement of conservation goals, such as those within the Post-2020 Global Biodiversity Framework. IUCN could also develop case studies to illustrate the positive conservation benefits that follow inscription. This ties in to the recommendations above about impact measurement.
- **Strengthen internal communications with IUCN Regional Directors.** The World Heritage Unit is considered to be generally good at communicating with Regional Directors, yet there are requests to further streamline dialogue in order to keep Directors updated on recommendations and potential problem areas in advance. Given the high volume of communication traffic this would likely entail, IUCN should consider developing a dedicated channel within the 'online community zone' or creating a separate internal communications platform for Convention-related information exchange. This could take the form of a basic Client Management System (such as Salesforce, for example), which creates alerts, logs discussions with external parties (in this case States Parties) and records follow-up activities.
- **Conduct reputation audits amongst IUCN's members.** IUCN has a large global membership, with representatives from a broad range of thematic areas and institutions, including national governments and NGOs. IUCN does already poll member views on a variety of issues, but has not conducted reputation audits in the past. Reputation measurement instruments could be developed using basic criteria such as *knowledge of IUCN's work; attitude towards IUCN, and quality of IUCN's stakeholder engagement*. Conducting an annual reputation audit amongst members would facilitate a deeper analysis of whether and to what extent positive/negative media coverage about IUCN's Advisory Body work has on its overall reputation. It would also enable IUCN to monitor the impacts of negative events such as the public disagreement over the decision to inscribe the Kaeng Kachan National Park in Thailand, for example. The reputation audit would also

have a wider relevance to non-World Heritage departments within IUCN as it would be designed to solicit views about all aspects of IUCN's work. This work would sit within the Corporate Services Department under the management of the Membership and Commissions Support team.

RECOMMENDATION 3: Strengthen evaluation and monitoring instruments to measure the impact of World Heritage Sites on achieving positive conservation outcomes. Throughout this review, we have struggled to articulate the impact of World Heritage Inscription on conservation outcomes. There does not appear to be either an aggregated evidence base to measure conservation impacts, or specific case studies.

As most interviewees acknowledged, the World Heritage Convention itself tends to be better known as an instrument to protect cultural heritage rather than natural heritage. Measuring the conservation impact of inscription on the World Heritage List would therefore create an evidence base for policy and advocacy work in general, and enable IUCN to showcase the World Heritage Convention as a critical instrument for nature conservation using communications and outreach platforms such as PANORAMA. This could also evidence the contribution of World Heritage Sites to the Post-2020 Global Biodiversity Framework goal of '30 by 30'. IUCN has plenty of data about each of the listed Natural Heritage Sites, in some cases dating back many years, so there is a wealth of existing data that could be drawn upon to develop a practical toolkit for measuring conservation impacts. IUCN's World Heritage Outlook report provides a strong basis on which to build. Key actions to take, include:

- **Conduct case study impact assessments of World Heritage Sites.** We recommend the IUCN undertakes case studies to begin with as a global impact evaluation would require a considerable investment of resource. Case studies could be conducted on a largely qualitative basis using existing data held by IUCN, or gathered from parks managers or relevant national departments. Case studies could be integrated into the World Heritage Outlook report, and could be used separately for communications and advocacy work.
- **Deepen the regional analysis within World Heritage Outlook.** Speaking to the World Heritage Unit within IUCN, there is certainly scope to create a more regionalised level of analysis with World Heritage Outlook. This could even entail the creation of specific indicators to measure output-level achievements such as 'hectares of forest/steppe/wetland etc. protected by the Convention'. More ambitiously, at outcome

level, it could consider indicators like 'legislative reform', which would showcase how the Convention is a lever for positive change in national conservation approaches.

- **Integrate the IUCN Green List as a conservation benchmark within World Heritage Outlook.** Outlook does not assess conservation outcomes. The World Heritage programme of work should consider using the same (or similar) impact indicators used with the Green List to assess conservation outcomes (criterion 4.1, 4.2 and 4.3).

RECOMMENDATION 4: Develop a funding strategy for IUCN's Advisory Body role. There is insufficient funding available to IUCN to continue delivering statutory work at current levels through the World Heritage Fund. Past efforts to increase voluntary contributions have failed. IUCN must therefore decide what level of financial contribution (if any) it is prepared to sustain going forward.

It is our independent view that IUCN should continue to co-finance the statutory work delivered by the IUCN World Heritage programme of work at the current level. As noted above, the advantages of the Advisory Body role outweigh the disadvantages. Further, by co-financing the statutory work IUCN can maintain the credibility of being an independent actor within the Convention, rather than a consultant to UNESCO.

However, if IUCN is not prepared to make any further contributions, then IUCN must prepare a clear 'get-what-you-pay-for' model, outlining the services it is able to deliver with the available World Heritage Funding. This would require a careful transitioning phase to ensure that the World Heritage Centre and the Committee are informed about the intent to scale back activities. In reaching a decision on how to proceed, we recommend the following actions:

- **IUCN should cost its contributions for each activity within its statutory work.** IUCN has undertaken some preliminary costing for the delivery of its statutory obligations to the Convention, but a full costing exercise has not been undertaken. IUCN's statutory work requires inputs from IUCN teams across a range of positions, most notably at Regional Director level. We acknowledge that it is impossible to conduct a thoroughly accurate costing exercise as Convention-related business may coincide with other programme activities, but it should be possible to build a reasonably accurate cost model based on

existing timesheets and estimates. This would enable IUCN to estimate the current funding gap for each type of activity associated with the statutory work.

- **IUCN should develop a workplan based on the available WHF budget for its statutory work.** The World Heritage Unit should provide an estimate for the number of activities it is able to deliver with the current allocation of resource from the World Heritage Fund. For example, it would include an estimate for the number of inscription evaluations, preliminary assessments, reactive monitoring visits etc. This would likely result in a significantly scaled back level of support to the Convention.
- **IUCN should engage with the IUCN Council to agree on a proposed set of reduced activities.** The World Heritage Unit should share the workplan above with the Council to canvass views on the proposed changes and to formulate pre-emptive mitigation measures to limit the potential negative ‘fall-out’ when the proposal to reduce services is presented to the World Heritage Committee and the World Heritage Centre.
- **IUCN should engage with ICOMOS and ICCROM to reach consensus on a common position with regards to aligning activities to available resources.** Ideally, the Advisory Bodies should develop a clear common position about the level of work they are able provide to the Convention based on available resources. Ideally, they should speak with one voice in advocating for a scaled back provision of statutory work. IUCN should therefore encourage ICOMOS and ICCROM to undertake similar financial reviews, if they have not already.
- **IUCN should engage with the World Heritage Centre to present the rebalanced workplans.** Given the on-going discussions around value for money within the Convention, specifically targeting the Advisory Bodies, such a proposition to the Committee could be seen as highly incendiary, and could encourage a renewed focus on finding alternative Advisory Bodies. This will entail difficult conversations with UNESCO and the World Heritage Centre, and may exacerbate tensions with States Parties, yet the alternative is to continue subsidising the statutory work.

In parallel to these actions, we recommend that:

- **IUCN should advocate for Committee Sessions to take place every two years in order to reduce costs.** This recommendation is consistent with the recommendations from the IUCN World Heritage programme of work evaluation conducted in 2013. Many of the stakeholders we interviewed in this review expressed relief that the Committee Session this year had been postponed with no alternative date agreed. Preparation for the Committee Sessions entails a significant investment of time and resource from the Secretariat, the Advisory Bodies and the States Parties themselves. Holding a physical Session every other year could result in significant cost savings, and alleviate financial pressures elsewhere in the Convention. There are some concerns that this would create a backlog of Committee business, but discussions could be facilitated online during the ‘off years’ to mitigate this risk. These discussions could provide an opportunity to consider critical decisions around items such as Danger Listing, for example.
- **IUCN should engage the WHC to invite UNESCO’s collaboration on fundraising to meet gaps through extra-budgetary funding.** There is a need for a more collaborative approach with UNESCO to identifying and addressing funding gaps. There may also be opportunities to pursue private and corporate philanthropy in order to cover the costs of IUCN’s non-statutory work. While IUCN has had some successes in the past raising funds from these sources, it remains a comparatively under-leveraged resource.

RECOMMENDATION 5: Address the regional imbalance of the World Heritage List. There are a variety of historical, political, structural and financial reasons for the geographical imbalance of the World Heritage List. One of the underlying causes is a perception that the Convention itself is Eurocentric⁴⁴, an accusation we heard levelled against IUCN and the other Advisory Bodies over the course of the interviews. Another is the uneven distribution of technical experts and World Heritage leaders, who tend to come from European and North American countries. Indeed, States Parties from the Global South are frustrated at seeing ‘the same experts again and again’ on site visits and technical reports. There is frustration that IUCN does not make more use of regional

⁴⁴ Steiner, L. and Frey, B. (2012): Correcting the Imbalance of the World Heritage List: Did the UNESCO Strategy Work? *Journal of International Organizations Studies*, Vol. 3, Issue 1, p. 28; Lababi, S. (2022): The World Heritage Convention at 50: management, credibility and sustainable development. *Journal of Cultural Heritage Management and Sustainable Development*, p.5

experts, who would provide a deeper contextual understanding of the sites, and would be more cost-effective to deploy on field visits. Stakeholders highlight the need for continuous professional training and mid-career training focused on the processes and procedures linked to the World Heritage Convention.

There are two ways that IUCN can address the regional imbalance of the list: it can continue to strengthen the capacity of technical experts based in the global south, and it can take steps to change the optics of its own European identity.

- **Promote the World Heritage Leadership Programme.** The World Heritage Leadership Programme is IUCN's flagship capacity building initiative within the World Heritage sector. IUCN should promote the programme more widely amongst States Parties to demonstrate IUCN's active role in redressing one of the underlying causes of the imbalanced List. Further, IUCN should explore options for creating training modules focussing on the nomination process.
- **Explore accreditation for the World Commission on Protected Areas (WCPA) expert roster.** This would create a transparent standard for assessing qualifications of technical experts, and would help to identify regional skills gaps. This in turn could help inform the content and geographical focus of the World Heritage Leadership Programme. A similar accreditation model is currently being employed within the Green List pool of experts. IUCN should conduct regional market analyses to test potential business models for sustainable revenue streams. Are people able and willing to pay for accreditation? How does this vary from one region to the next? Could a weighted fee structure be considered in order to subsidise fees for low-income countries?
- **Create regional pools of experts.** Leveraging IUCN's strong regional presence through its national offices and through its membership, the World Heritage Leadership Programme and the WCPA should create regional pools of experts. This need not be any more formal than an e-mail distribution list at first, to which calls for experts are sent in the first instance when they are required. This would confer a presumption that non-regional experts are deployed *only* if there are no regional experts available. IUCN may wish to go one step further and create an internal policy for selection, which requires explicit justification for deploying a non-regional expert. Once the regional pool of experts has been established, IUCN could consider an accreditation model, similar that proposed above.

- **Consider relocating the IUCN Advisory Body work to another country in Africa or Asia.** This would incur a significant initial investment of funds to enable the physical relocation of staff, but this could be offset by cost savings on office space, for example, in Gland. Relocating the statutory work to a new physical location would send a clear message to detractors of IUCN who consider it to be 'too European'. It would help to focus geographical attention to other parts of the World, and potentially encourage greater regional investment in skills and capacity building for World Heritage management and conservation. Finally, it would create a clear separation of IUCN's statutory work for the Convention from its wider World Heritage programme of work, which could continue to be based in Switzerland.

3.2. Operational Recommendations

RECOMMENDATION 6: Strengthen inclusion and participation of Indigenous Peoples and Local Communities in the World Heritage Convention. A number of interviewees, including representatives of States Parties, state that the inclusion of indigenous peoples within the World Heritage Convention processes is weak. FPIC is currently *encouraged* by the Operational Guidelines (see para. 64), but it is not mandated, creating leeway for States Parties to ignore this element of the Tentative Listing process. Similarly, States Parties are only *encouraged* to consult with indigenous peoples in the Preliminary Assessment requests (see para.123). Under paragraph 148 in the Operational Guidelines, which lists the principles that should guide the Advisory Bodies' recommendations, there is no mention of assessing or validating whether indigenous peoples have provided FPIC for the nomination.

- **Advocate for the mandatory inclusion of Free Prior and Informed Consent (FPIC) in key nomination processes.** IUCN should collaborate with indigenous peoples' representative bodies, such as the International Indigenous Peoples' Forum on World Heritage (IIPFWH) to review the Operational Guidelines to identify gaps and tighten the language around FPIC. Following this exercise, a motion could be tabled through the Ad-hoc Working Group and elevated at the next Committee Session for a vote on proposed changes to the Operational Guidelines text.

- **Collaborate with indigenous peoples' representative bodies to develop a standardised definition for FPIC.** As noted above, there is significant room both to interpret and to secure FPIC in the nomination and inscription processes. There is currently no standardised definition of FPIC. The nomination dossier template itself only requires States Parties to describe how indigenous peoples were engaged, but there is no framework or standard for assessing whether this was done adequately. A definition could be developed in the short term, outlining key steps, or best practices, in obtaining FPIC. Once a definition has been agreed, IUCN should advocate for the Committee to adopt the new definition of FPIC.
- **Update IUCN toolkits and reporting templates to include FPIC.** In conjunction with the actions above, the World Heritage programme of work at IUCN should review its existing suite of tools and reporting frameworks to ensure they are aligned with standardised definitions of FPIC. For example, FPIC should appear in the IUCN Field Evaluation report format, from where it is currently absent.
- **Provide technical support to the IIPFWH to signpost entry points to the Convention.** IUCN should work with the IIPFWH to identify specific stages in the World Heritage inscription and management processes where they can intervene to lobby for indigenous peoples' rights.
- **Include local indigenous peoples and indigenous peoples experts in the evaluations.** For sites where there are indigenous peoples' interests, IUCN should include relevant experts in the field of indigenous peoples' rights, or experts with indigenous heritage. Interviewees say that this is often not the case currently.

RECOMMENDATION 7: Advocate for strengthened inclusion and participation of Civil Society in the World Heritage Convention. A number of interviewees, particularly from NGOs, highlighted that there are limited opportunities for civil society to engage with the World Heritage Convention. There are currently no working groups for NGOs within the World Heritage Convention, unlike the Convention on Biological Diversity (CBD). The inclusion of NGOs and civil society would ensure that diverse expert knowledge, opinions and experiences are reflected in discussions, policies and practices associated with the Convention, and it would increase visibility for the Convention itself. It may also help to raise the visibility of the nature conservation side of the Convention.

- **Mobilise IUCN's global membership to facilitate greater involvement of civil society organisations in the Convention.** Given IUCN's broad membership at local, national and international levels, it is particularly well-placed to facilitate the participation of CSOs and NGOs. There are a number of ways in which this could be achieved:
 - i) *Create working groups (similar to the Ad-Hoc Open-Ended Inter-Sessional Working Groups for the CBD).* Groups could be formed around key topics such as *inclusion of indigenous peoples, eco-tourism, sustainable development, capacity building, impact measurement* etc. These groups could be informal constructions to begin with, piloted by IUCN or ICOMOS depending on the subject matter.
 - ii) *Mobilise online discussion groups through IUCN's membership.* Once IUCN has established the 'online community zone' for members, the World Heritage programme of work team could build live discussion boards to provide an open channel of dialogue for civil society and members. This should be done on a needs basis only at first in order to test accessibility and utility, and to test engagement rates. One idea could be to gather views on the subjects and formats of IUCN's side events at the next Committee Session, for example.
 - iii) *Leverage IUCN's National and Regional Committees to convene local CSOs/NGOs for roundtable discussions.* As with the other options above, the World Heritage Unit could request National and Regional Committees to mobilise local groups to gather views on specific inputs to IUCN's work with the Convention.

3.3. Recommendations to strengthen governance of the World Heritage Convention

RECOMMENDATION 8: Support the World Heritage Centre to strengthen governance of the Convention. As we note in the report, there is no one watching out for the strategic health of the Convention. Committee Members themselves report that technical expertise in heritage conservation, and familiarity with the World Heritage Convention itself, varies significantly amongst Committee Members, which can lead to a departure from the Convention's Operational Guidelines. Moreover, Committee Members have a short mandate, meaning that every six years, levels of expertise and understanding of the Convention are essentially reset. There is little that

IUCN can do to directly here, as leadership must come from the World Heritage Centre. However, we identify two actions that IUCN may wish to consider in order to support the Centre.

- **Advocate for the develop a set of 'on-boarding tools' for new Committee Members.** IUCN could engage with the World Heritage Centre to develop a set of onboarding tools to help orientate new and existing Committee Members to the Operational Guidelines. These could also be shared on the IUCN Academy online, which provides free and paid training courses.
- **Advocate for the creation of a toolkit to monitor the strategic health of the Convention.** Similar to the Review Framework we employed in this review, the toolkit would comprise a variety of diagnostic indicators to enable a transparent and collaborative assessment of how the Convention is faring. These indicators could include: *convergence rate* (agreement between Advisory Body recommendations and the Committee decisions); *geographic distribution of heritage sites*; *status of the Danger List (movement into and out of Danger Listing)* etc. IUCN could create a draft framework in consultation with ICOMOS and ICCROM and present to the World Heritage Convention for further refinement and consultation with the Committee itself.

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Annex 1: Review Framework

Aleph developed a review framework to guide this project. The rationale for this approach is summarised below:

- 1. This review is primarily concerned with building an evidence base to inform decisions on IUCN's future involvement with the World Heritage Convention.** IUCN does not have a strategy to guide its engagement with the Convention. Instead, IUCN's work is directed by the Convention's Operational Guidelines. Without a clear strategy in place, it is difficult to know what IUCN expects from its engagement with the Convention other than fulfilling its mandated role as Advisory Body. The difficulties that IUCN has experienced as an Advisory Body to the Convention invite a re-examination of whether and to what extent IUCN wishes to be engaged in the Convention in the future. In order to provide recommendations about how IUCN should position itself and its work within the Convention, we needed to take stock of what the relationship currently looks like, what are its advantages and disadvantages, and the feasibility of reforms.
- 2. At the heart of this exercise was a single question from which all others emanated: to what extent does the WH Convention enhance or undermine IUCN's mission, programme and delivery for nature conservation?** The question may seem cynical, implying a purely transactional relationship, but this was not the intention. It merely served as a starting point for bringing a fresh perspective to the relationship dynamic with the World Heritage Convention and encouraging a more business focused and equitable arrangement that confers mutual benefits to all parties.
- 3. From this central question, we designed a framework comprising specific pillars that enabled a value judgement on the IUCN-Convention relationship.** Recognising the enduring nature of the Convention, the framework was designed to transcend temporal priorities contained in shifting strategies and annual plans, which (rightly) reflect contemporary issues. Instead, the framework was based on attributes that connote the kinds of qualities we would expect to see from a 'good relationship.' The pillars were based on feedback from the preliminary discussions and a validation workshop with IUCN staff, as well as our own experience evaluating complex multi-stakeholder consortia.

4. Each of these pillars was assigned a 'desired state,' which describes the ideal scenario for that area. For example, in strategic alignment, the desired state reads as follows: *The Convention is aligned with IUCN's general mission, as outlined in Nature 2030, as well as its objectives vis-a-vis World Heritage, as outlined in the Promise of Sydney and the Jeju Resolutions.*
5. The review then assessed the extent to which these desired states were true or false. We based our judgements on a combination of qualitative interviews with IUCN staff and external stakeholders (including the other Advisory Bodies, Committee Members and staff at the World Heritage Centre), and further review of relevant strategic and operational literature.
6. On this basis, we were able to formulate an evidence-based set of recommendations to guide IUCN's future engagement with the Convention. After taking stock of the current IUCN-Convention relationship, we could develop specific recommendations around the questions contained within the terms of reference for this exercise.

Ultimately, we intended the framework to provide a good basis for developing a longer-term engagement strategy with the Convention based on a set of expectations for how the relationship should function, and how it serves IUCN's strategic aims.

1.1.1. Framework

A summary version of the framework is presented below, truncated in the interest of space. Please note that the questions under each of the criteria were intended to steer our discussions with interviewees to arrive at a view on the status of the IUCN-Convention relationship in that particular criteria. We were not able to cover every single question over the course of the exercise, and others questions emerged through our interviews. We assessed the nature of the IUCN-Convention relationship against five pillars: *strategic alignment, reputation, influence, financial health and impact*. The table below illustrates what we would expect from a 'good relationship' (the *desired state*), the types of question we asked in order to assess the current situation, and the type of evidence on which we based our assessment.

Table 4: Review Framework

Pillar	Desired State	Questions	Evidence
Strategic Alignment	The WHC is aligned with IUCN's general mission, as outlined in Nature 2030, as well as its objectives vis-a-vis World Heritage, as outlined in the Promise of Sydney and the Jeju Resolution.	To what extent is the WHC aligned with IUCN's strategic direction for WH, as outlined in the Promise of Sydney and the resolutions from the IUCN Congress at Jeju?	<p>Statements by the WHC (in interviews with Aleph as well as organizational statements published in the last 3 years) reflect IUCN's priorities regarding WH as outlined in the Promise of Sydney and the Resolution at Jeju (September 2012), including the Aichi Targets and proposed Global Biodiversity Framework.</p> <p>This includes four key priority areas:</p> <ul style="list-style-type: none"> i) Integrated nature-culture approaches ii) Sustainable development iii) Inclusion of indigenous peoples, civil society and local communities iv) Strengthening credibility.
Reputation	IUCN's role as AB to WHC enhances IUCN's reputation and provides visibility to its work.	What do stakeholders know about IUCN? With which elements of IUCN's work are stakeholders the most familiar? Have they heard of the IUCN Green List? Are they aware of World Heritage Outlook?	Statements by stakeholders (in interviews with Aleph as well as organizational statements published in the last 3 years) reflect familiarity with, the World Heritage Outlook, World Heritage Leadership the IUCN Green List and other aspects of IUCN's work.
		How familiar are stakeholders with IUCN's role as AB?	Statements by stakeholders reflect familiarity with IUCN's role as AB (namely, that IUCN is an AB to the WHC and what kind of recommendations the IUCN makes).
		To what extent is IUCN's credibility enhanced or undermined as a result of its work as AB to the WHC?	IUCN's partners and other actors in the sector see IUCN as a more valuable and credible partner / player in WH because of its status as AB to the WHC.
		To what extent (and how) do stakeholders distinguish the ABs from the WHC?	Stakeholders exhibit familiarity with instances in which WHC decisions have diverged from IUCN's recommendations and they accord appropriate levels of responsibility to WHC and to IUCN (giving IUCN credit where due and holding WHC responsible where relevant) in considering these decisions.
		To what extent is IUCN seen as a credible technical organisation?	Stakeholders describe the IUCN as a credible technical organisation, rather than as a politically-driven, unscientific, or inconsistent actor.
		To what extent is IUCN valued as a AB by the WHC?	Statements from the WHC express appreciation for IUCN's work. Explanations of why WHC diverges from IUCN recommendations are not grounded in disregard for IUCN's expertise but rather provide alternative reasons, such as political motivations or external pressures for example.

		To what extent is IUCN's role considered to be unique or irreplaceable?	Statements from the WHC and recent documentation from the WHC do not reflect a desire for a replacement or alternative to IUCN as AB.
		Are there any other organisations that could perform this role?	Stakeholders (including IUCN, partners, WHC, and other actors in conservation) identify other organisations that could perform IUCN's role as AB.
Influence	IUCN has the capacity, technical credibility and influence to bring about changes to the Convention.	Is IUCN best placed to advocate reform from within the WHC or as an external partner? What constraints does IUCN currently face in advocating for the changes it wants to see? What advantages does IUCN currently have as AB in advocating for the changes it wants to see?	IUCN staff/members describe its current role within the WHC as enhancing its ability to advocate reform and specify the advantages this provides. Examples are given of instances in which reforms to the WHC were made by IUCN.
		What have been the main improvements in the way the WHC functions over the last decade?	IUCN and other stakeholders can identify specific examples of how the Convention has reformed for the better.
		What are the specific barriers to reform?	IUCN and other stakeholders describe specific systemic, structural or personal barriers within the WHC to reform.
Financial Health	The WHC represents good value for money for IUCN	To what extent does IUCN feel that the financial arrangements with the WHC are appropriate and fair?	IUCN describes financial arrangements with the WHC as appropriate and fair.
		To what extent are the financial arrangements with the WHC sustainable?	IUCN has the willingness, capacity and resources to continue providing the same level of in kind and financial support that it currently provides to the WHC.
Impact	IUCN's relationship with WHC helps to improve conservation outcomes on listed sites. It also helps IUCN to scale up its conservation work?	Does the WHC ultimately improve the conservation outcomes at listed sites?	IUCN and other stakeholders see WHC's decisions and actions over the past 10 years as having measurably improved conservation outcomes at listed sites (including where WHC has ignored IUCN's recommendations).
		Does the IUCN's work as AB help the WHC in improving these outcomes?	Recommendations by IUCN have led to more positive conservation outcomes when compared with sites that IUCN has not recommended.

Annex 2: ToRs



IUCN Response to Strategic Review of IUCN’s Future Engagement with World Heritage Convention

This paper presents IUCN’s response to the *Strategic Review of IUCN’s Future Engagement with World Heritage Convention* (“the Review”), commissioned in April 2022, and final report delivered in November 2022.

The Review was undertaken by Aleph Strategies to take stock and reflect on IUCN’s future engagement with the Convention including its role as an Advisory Body to the World Heritage Committee.

The Review found that engagement in the Convention confers a range of valuable benefits to IUCN, specifically:

1. The level of **visibility** and **influence** that IUCN has within the Convention as an Advisory Body and the tangible conservation outcomes that flow from this
2. The **strong communications** potential
3. The **range of instruments** available to secure the conservation of World Heritage sites, which are not to be found in other nature conservation conventions.

The Review assessed IUCN’s engagement with the World Heritage Convention across five pillars and found the following:

1. **Strategic alignment** – The World Heritage Convention is generally well aligned with IUCN’s strategic ambitions for nature conservation but there is room for closer alignment, including raising the profile of nature conservation within the Convention; deepening the inclusion of indigenous peoples and civil society; alignment with IUCN’s wider programme portfolio such as Green List, and alignment with the Post-2020 Global Biodiversity Framework.
2. **Reputation** – The Advisory Body role of IUCN is generally viewed positively but it is also considered to be an underutilised asset for communication and fundraising, and a perception that IUCN is too “European”.
3. **Influence** – IUCN is considered to be a highly influential stakeholder within the World Heritage Convention and notwithstanding the increasing politicisation of the World Heritage Committee, there is scope for IUCN to advocate for operational reform from within.
4. **Financial health** – In the face of increasing demand for Advisory Body services and decreasing funding from the World Heritage Fund, IUCN must reassess its ability and willingness to continue investing its own resources into the statutory work.
5. **Impact** – The Convention has no measurement framework to explicitly record conservation impact at ground level that is directly attributable to inscription on the WH List, but the IUCN World Heritage Outlook findings illustrate that sites are just about maintaining a static conservation outlook in spite of rising threat levels and poor protection and management in half of natural sites, suggesting that inscription on the World Heritage List may play a role in protecting natural heritage.

The Review presents eight overarching recommendations to IUCN:

1. **Develop a strategy for IUCN’s World Heritage work** collaboratively through contributions from a wide range of departments and programmes within IUCN to enable the development of a costed set of activities and to identify funding gaps.
2. **Develop a communications strategy** to explain the IUCN World Heritage programme of work to the IUCN Regions and constituents to strengthen collaborations.
3. **Strengthen evaluation and monitoring instruments to measure the impact of World Heritage sites on achieving positive conservation outcomes** using communications and outreach platforms such as PANORAMA and building upon the IUCN World Heritage Outlook.
4. **Develop a funding strategy for IUCN’s work on World Heritage** to address the existing funding gap, either by continued co-financing or by scaling-back activities that includes a transitioning phase.
5. **Strengthen the regional representativity** of the World Heritage List and IUCN’s pool of technical experts through continued capacity building.

6. **Strengthen inclusion and participation of Indigenous Peoples and Local Communities** in the World Heritage Convention through collaborations and integration into IUCN evaluation processes, capacity building and advocating for changes within the Convention.
7. **Advocate for strengthened inclusion of participation of Civil Society** in the World Heritage Convention by mobilising IUCN's global membership.
8. **Support the World Heritage Centre to strengthen governance of the Convention** by creating a toolkit to monitor the strategic health of the Convention and developing tools for new Committee Members.

The review is available online at the following address:

https://portals.iucn.org/union/sites/union/files/doc/IUCN_Strategic_Review_FINAL_NOV22.pdf

IUCN has considered the Review and its conclusions:

The Executive Board (ExBo) considered this as an item of its meeting 23/03 held on 1 February 2023. ExBo concluded that: "Based on the recommendations of the review, it was agreed that we will continue our work with the WH Convention, including in Advisory Role capacity, with an ambition to scale up the work and strengthen engagement based on a new WH Strategy. ExBo further noted that an important aspect of the Strategy is communications – both outward (to support fundraising) and inward, within the Union; the latter can be done via the soon-to-be-launched digital memberzone.

The Programme and Policy Committee (PPC) of IUCN Council 2021-25 also considered the Review at its 10th meeting, on 9 March 2023. The Secretariat presented the external Strategic Review and the proposal, based on the recommendations of the review, to scale up the work and strengthen engagement based on a new WH Strategy. PPC members highly appreciated the IUCN World Heritage work and welcomed the recommendations of the Review. PPC:

- Noted the opportunity to engage with National and Regional Member Committees, as well as with National and Regional Offices
- Recommended that IUCN's role as an official advisory body in the World Heritage Convention should remain as independent as possible, and that this was an important point of oversight, including regarding reputational risks. The latter include a number of World Heritage Sites facing complex issues regarding conservation and rights.
- Emphasised that IUCN should be clear on the distinct responsibilities of UNESCO on assuring the quality of governance of the Convention.
- Noted that documenting impacts of the Convention could consider first some case studies in a range of different countries.
- Agreed that PPC should have an oversight role when it comes to strategic matters, which include strategic alignment with the programme and assuring the independence of the IUCN Advisory Body role, and requested the Secretariat report back once the proposed strategy is completed.

Based on this scrutiny, IUCN agrees with the conclusions of the Review, and will act to address them. The Annex provides an overview of the actions to be undertaken in relation to each of the Review recommendations.

For further information about this response, please contact Tim Badman, Head, Heritage and Culture:

tim.badman@iucn.org

ANNEX 1: TABLE OF RESPONSES TO THE RECOMMENDATIONS OF THE STRATEGIC REVIEW OF IUCN'S FUTURE ENGAGEMENT WITH WORLD HERITAGE CONVENTION, MAY 2023

Review recommendation	IUCN Response	Actions proposed
<p>REC 1: Develop a strategy for IUCN's World Heritage programme of work</p>	<p>We agree with the recommendation on the need to develop a strategy to support IUCN's statutory Advisory Body work and its broader World Heritage programme of work. The strategy should articulate the unique contribution of our engagement in WH to advance IUCN's vision and mission and to engage the component parts of the Union to realise the potential of WH to support this, including the goals of the new Global Biodiversity Framework. Extending the roles of IUCN Regional Offices and furthering the strong relations with the IUCN Commissions in WH implementation should be priorities within this strategy. The constituency focused actions below with IUCN members will also be integrated into the strategy.</p> <p>World Heritage Sites both make an exceptional contribution to conserving nature, but also need to be exemplars of the highest standards of conservation practice more widely. There are unique opportunities offered by the Convention to connect nature and culture, and important synergies between WH and other Conventions. IUCN should build on these strengths by both enhancing existing initiatives such as the World Heritage Outlook, and World Heritage Leadership Programme, and by connecting World Heritage appropriately and strongly to IUCN's leading standards, tools and knowledge products, including STAR and the IUCN Red List and Green List, and the work of the IUCN Commissions.</p> <p>The strategy should be developed by the World Heritage Unit (IUCN Secretariat), in consultation with other Teams and Centres, IUCN Regional Directors/Offices, IUCN Commissions, UNESCO, ICOMOS, ICCROM (the two cultural heritage focused Advisory Bodies to the Convention).</p> <p>The strategy should be clearly positioned to ensure full consistency with IUCN's independent statutory Advisory Body role within the World Heritage Convention, with continued strong oversight mechanisms as appropriate, including via the established mechanism of the IUCN World Heritage Panel.</p> <p>The Strategy will be further considered by the Programme and Policy Committee of IUCN Council, as per its meeting of 9th March 2023.</p>	<p>World Heritage Unit (WHU) – complete management response via Council, end May 2023 and conclude Strategy by end June 2023.</p>
<p>REC 2: Develop a communications strategy to explain the World Heritage programme of work</p>	<p>We agree with the recommendation on the need for a strategy on communications, and this will be included in the overarching WH strategy (R1). Communication should address:</p> <ul style="list-style-type: none"> • The distinction between IUCN's Advisory Body work and IUCN's regional and country-level work • Strengthening communication with regional offices • Improving communication with IUCN constituents, including civil society, indigenous peoples' organisations engaged in current and potential WH Sites, States and State Agencies, including through the new "IUCN Engage" platform 	<p>WHU, with Knowledge Management and Library Team and Global Communications Unit, and with regions.</p>

Review recommendation	IUCN Response	Actions proposed
	<ul style="list-style-type: none"> Communicating the contribution of WH to broader biodiversity conservation internally and externally, including disseminating WH case studies on PANORAMA. 	
<p>REC 3: Strengthen evaluation and monitoring instruments to measure the impact of World Heritage sites on achieving positive conservation outcomes</p>	<p>We agree with the recommendation, which will need to be costed in determining feasible options.</p> <p>Opportunities include:</p> <ul style="list-style-type: none"> Undertaking analyses at site-level and regional level, to scale up the IUCN World Heritage Outlook, and the means to act on its findings, linked to funding strategies Mobilising leading IUCN standards and tools to improve conservation outcomes, and engage with communities of expertise in IUCN Commissions. 	<p>WHU with action across Centres and Commissions – review/evaluate resources to determine scope of work; integrate into World Heritage Outlook.</p>
<p>REC 4: Develop a funding strategy for IUCN's Advisory Body role</p>	<p>We agree with the recommendation, which will also be essential to enable the new WH strategy. A full verifiable costing exercise for the delivery of all statutory obligations across all offices and positions will be a time-consuming exercise to undertake comprehensively, but it will clearly lay out the real cost compared to the available funding and identify current gaps. The funding strategy should be linked to a costed workplan, based on available budgets, and the additional fundraising required to deliver the WH strategy. Engagement with ICOMOS and ICCROM, and the World Heritage Centre, will be needed to ensure alignment of activities consistently to available resources across the three Advisory Bodies.</p> <p>Funding solutions should seek means to sustain the delivery of activities in a more creative way, that utilises IUCN's global presence including its regional offices to provide expertise. Scoping should also be undertaken of the opportunities for IUCN to act via its regrating role, GEF/GCF portfolio and the potential for IUCN to create new and innovative financing mechanisms dedicated to World Heritage.</p>	<p>WHU to develop cost analysis with DDG Programme and Strategic Partnerships Unit, and determine fundraising strategies.</p> <p>WHU to ensure alignment with ICOMOS, ICCROM, WH Centre.</p>
<p>REC 5: Address the regional imbalance of the World Heritage List</p>	<p>The issue of the imbalanced List is well recognised by the WH Committee, and this agenda can be supported through capacity building, including via the World Heritage Leadership Programme. An IUCN programme workshop with regions in 2022 has explored options to more strongly regionalise IUCN's work on WH and better mobilise the necessary technical and financial resources to address regional needs more equitably.</p> <p>More broadly, the WH Strategy will include other aspects of geographical representation and diversity, such as improving and making more visible diversity in IUCN representation at external for a including the WH Committee meeting, missions, and workshops.</p>	<p>WHU to consult with RDs and address in WH Unit to include in scope of consultation with regions.</p>
<p>REC 6: Strengthen inclusion and participation of Indigenous Peoples and Local Communities in the World Heritage Convention</p>	<p>We agree with this recommendation to strengthen engagement with IPLCs in processes and working methods. Options which can be implemented in various ways, and this work needs to be developed in a joint process with IUCN IPO members, and wider IPLC constituencies:</p> <ul style="list-style-type: none"> Advocate for changes within statutory processes of the Convention, including in relation to Free Prior Informed Consent (FPIC) 	<p>WHU to include actions in the new Strategy and ensure appropriate engagement with IPO leads.</p> <p>WHU to raise wider issues with UNESCO and the other Advisory Bodies.</p>

Review recommendation	IUCN Response	Actions proposed
	<ul style="list-style-type: none"> • Create a framework to assess the criteria for meeting FPIC within WH nominations, and listed sites • Review IUCN toolkits and reporting templates on WH to ensure FPIC is a specified criterion. 	
<p>REC 7: Advocate for strengthened inclusion and participation of Civil Society in the World Heritage Convention through mobilising IUCN's global membership</p>	<p>We agree with the recommendation to maximise IUCN's outreach through leveraging IUCN's global membership, and wider constituencies. Key needs include:</p> <ul style="list-style-type: none"> • Increasing local capacities on to secure World Heritage nominations and conservation results, through focused site-specific interventions • Multi-tiered engagement across governmental and non-governmental institutions with responsibilities and/or programmes focused on WH site management • Recognising the high profile of rights issues in WH sites as a basis to strengthen engagement with the international Human Rights constituency and indigenous peoples' organisations. • 	<p>WHU to review resources and scope of work and integrate appropriate actions into the WH Strategy.</p>
<p>REC 8: Support the World Heritage Centre to strengthen governance of the Convention</p>	<p>We agree that IUCN's Advisory Body role provides an important responsibility to influence the continued credibility and performance of the World Heritage Convention, but that the primary responsibilities in this regard are fundamentally those of UNESCO, the Convention Secretariat, and the parties to the Convention. Opportunities include:</p> <ul style="list-style-type: none"> • Providing science-based tools and metrics that can be taken up by UNESCO to report on the performance of the World Heritage Convention, including its governance and strategies. • Collaborating with the World Heritage Centre and the other Advisory Bodies to provide more effective training and orientation for prospective and new World Heritage Committee members, and other participants in the WH Committee • Integrate training on World Heritage into IUCN's capacity building offer, including via the IUCN Academy, and the World Heritage Leadership Programme. 	<p>WHU align recommendations with WH Centre, ICOMOS and ICCROM</p>

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Urban Ecosystems Thematic Group

Group lead: Jennifer Rae Pierce

Group co-lead: Dr. Soule Moussa

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Initiated this new thematic group in Fall 2022.
- Prepared “Planning document for CEM’s Urban Ecosystems Thematic Group for the Intersessional Programme 2021-2025.”
- Conducted Kickoff Meeting for the newly formed Urban Ecosystems Thematic Group on October 17, 2022 using Google Meet. Attendees include Jennifer Rae Pierce (Host), Dr. Soule Moussa (Co-Host), Russell Amgalt, Tony Nello, Jonathan Hughes and Arlene Hopkins. Agenda included the following discussion items: (1) Context and objectives for establishing this group, (2) Current and upcoming related IUCN activities, (3) Additional IUCN members and other partners with whom to connect, (4) Success criteria for the Urban Ecosystems Thematic Group.

Describe the planned activities for your region/group/task force for 2023

- Further develop the program plan for the fledgling Urban Ecosystems Thematic Group for the period 2023-2025.
- In consultation with CEM leadership, in coordination with related upcoming IUCN activities, and based on the program plan for the Urban Ecosystems Thematic Group, we plan to develop a set of project initiatives to advance the work of this group.
- Through outreach seek to connect with additional IUCN members and other partners.
- Develop and specify success criteria for the Urban Ecosystems Thematic Group.
 - Because NbS and the use of the global IUCN Standard on NbS is a priority for CEM, add specific criteria and outcomes using the standard in selected urban case studies. Coordinate this activity with Emmanuelle.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Climate Change and Biodiversity Policy and Practice TG.

Group lead: Angela Andrade

Group co-lead: Liette Vasseur

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

- Two meetings were carried out and helped to identify the members of the core group and establish main priorities to be addressed during the period and year.
 - Participation as member of the COP 27 delegation. Main activities developed during the COP were focused on the promotion of the NbS framework in the COP decision.
- Side Events:**
- **Nature based Guidelines for Net Zero: Korean Pavilion- IUCN 11th of November:** The Use of Nature of NbS to achieve Corporate Net-Zero Targets: A review and discussion of balanced approaches: Main areas raised in my intervention were about: in which NbS contribute, which are not covered by Carbon standards, and the benefit of following the IUCN Global Standard. Experiences in working with private sector to maximize emission reductions. NbS can help/ transition value chains into low emission and sustainable practices. Key messages of the draft guidelines on NbS for Corporate Net-Zero Targets were discussed. NbS offers ecosystem integrity, vs other approaches. Integration of NbS in the context of Corporate Net Zero targets was discussed. SbTi requirements on “beyond value change mitigation” was discussed. Newest Standard criteria in the context of Carbon standards was also discussed.
 - **The Future of NbS for Adaptation & Resilience- Egyptian Pavilion 12th of November:** Main objective: Present Success stories of NbS for Adaptation in the last decades. I presented examples of NbS for Adaptation, connections with EbA and main challenges for the future. Main conclusions: Priority areas for investment and urgency to scale up, need for increasing funding; strengthening monitoring and evaluation; Indigenous and Science based knowledge mainstreamed; scale up with other stakeholders; use of robust standards such as IUCN global Standard on NbS.
 - **Expanding Ecosystems- 14th of November Pakistani Pavilion:** Main objective: Present examples and connections between Protected Areas and NbS. I was invited to present experiences on NbS for adaptation in buffer zones and case study from Colombia. Main conclusions: Need to work on connectivity and links between NbS and the landscape; relevance of Disaster Risk Prevention; need to consider the role of law in regulation, beyond planning.
 - **Nature based Solutions Promote Synergy between Addressing Climate Change and Biodiversity- 17th November China Pavilion:** The event convened

government organizations as well as enterprises, NGO, to promote climate change collaborative governance achievements and case studies to achieve the goals of synergies between climate change and biodiversity. I was invited to present. On Practical examples on the implementation of NbS Standards and Guidelines.

- **Voluntary Commitment and global collaboration on Climate Change and biodiversity synergies. Thursday 17th of November. UNFCCC Side event:** This was a side event promoted by the government of China and I was invited to discuss the potential of the IUCN Global Standard to address Climate Change and Biodiversity outcomes, mainly at ecosystem level, and reflections regarding the IUCN- China office on NbS.
- As member of the IUCN delegation, I contributed to positioning NbS for climate change adaptation and mitigation.
- We participated actively in the discussions around ENACT.
- In preparation to the COP, contributed to the development of the IUCN policy brief on NbS in the GBF.
- Participation as members of the IUCN delegation to COP 15. Main activities developed during the COP were focused on the promotion of NbS in the GBF, the RLE, looking for synergies between climate change and biodiversity mainly at ecosystem level. NbS was included in Targets 8 and 11 of the GBF.
 - UNDRR-PEDRR-FEBA UN Hub event at COP 15: The NbS Standard was presented and the connections between NbS and ECODRR was discussed.
- The Working group identified some priority actions to be developed during the year 2022, and the main topic was about Carbon markets and contributions on biodiversity. A paper is being developed and will be delivered in 2023.
- We contributed to the IUCN publication on: Guidance on NbS and Corporate Climate Strategies.
- We contributed to the development of the linkages between SDGs and EbA with FEBA, published in 2022.
- We contributed to the discussion with the new CCC TOY and mandates.

Describe the planned activities for your region/group/task force for 2023

- To finish the paper on Carbon markets and Biodiversity, led by Aminur Rahman.
- To further contribute to the IUCN publication: Guidance on NbS and Corporate Carbon Strategy.
- To develop a policy paper on complementarities between NCS/ NbS and their contributions to the GBF led by Diego Portugal.
- To develop a webinar on potential contributions of CEM to the GBF.
- To coordinate CEM participation in COP 28th.
- Continue our contribution related to NbS for climate change adaptation.

CEM report 2022-2023

Activity of IUCN UK Peatland Programme aligned to the IUCN CEM Peatlands Specialist Group

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

The IUCN UK Peatland Programme conducted a suite of work during 2022. Below are a list of highlights that are relevant to the IUCN CEM:

- Co-hosted the first thematic [Peatland Pavilion](#) at a [UNFCCC Climate Change Conference \(COP26\)](#) to highlight the importance of global peatlands for the climate, people, and the planet as a key nature-based solution to climate change. The Peatland Pavilion online resources and physical structure will remain as communication tools for future events.
- Continue to support the development of guidelines for voluntary finance mechanisms to unlock private finance for peatland restoration based on the learnings and expertise of the [Peatland Code](#).
- Financially supported the creation and launch of the [Global Peatlands Assessment](#), led by the GPI. Mark Reed (IUCN UK PP Research Advisor) was a principle author of the policy elements of the GPA. This document is instrumental in bringing the fore a globally applicable definition of peatland: this supports the call within IUCN [Resolution 46: Securing the Future for Global Peatlands-](#)
“In response to the recommendation (1) made by congress, the CEM Peatland Specialist Group will seek to develop or endorse a definition of peatland which will be uniformly adopted by the FAO, Ramsar and IUCN.”
- Publication of a Demonstrating Success document and recent addendum which showcases the positive action which is being taken to create and successfully utilise peat-free growing media: <https://www.iucn-uk-peatlandprogramme.org/news/peat-free-horticulture-addendum-further-case-studies-released>

Describe the planned activities for your region/group/task force for 2023

- Continue to maintain the [Virtual Peatland Pavilion](#) as the largest collation of digital communications material on global peatlands. This will include training two additional members of the IUCN UKPP team in development and enhancement of the pavilion through the supporting VR and 3D modelling software. We are exploring the potential to support replication of the Peatland Pavillion for other UK habitat types e.g. Atlantic Rainforest with NGO partners in the UK
- Peatland Code and private finance for peatland restoration: In relation to our development and management of the Peatland Code, we are in discussions with other global partners to provide advice and support for:
 - The creation of a voluntary carbon standard akin to the Peatland Code for the Republic of Ireland.
 - Working with Griefswald Mire Centre and other European Partners to develop principles for the peatland voluntary carbon market. Europe-wide engagement is also being delivered through the partnership with the [WaterLands Project](#)
 - Working with IUCN (James Dalton as main contact) in an advisory capacity to support the development of the Green Climate Fund peatland programme and potential for international peatland code to be established.

REPORT FROM CEM REGIONS, GROUPS, TASK FORCES FOR 2022

Name of your region/group: South Asia

Group lead: Dr Deepu Sivadas

Group co-lead: Dr Sushila Chatterjee Nepali

Focal Point: Dr Shalini Dhyani

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Published an issue of **Harnessing Nature Magazine**: Vol 4, issue 1 in December 2022 with 12 articles. Sivadas, D. & Dhyani, S. (2022, December). *Harnessing Nature* 4(1), 57pp. Retrieved from [https:// harnessingnature.online/magazine/](https://harnessingnature.online/magazine/).
- Updating and strengthening of *Harnessing Nature* (HN) magazine and blog for better outreach and visibility. Received funding from IUCN member organization – ERF.
- **Webinars** (*recordings are made available on the CEM SA Youtube Channel*):
 - IUCN CEM South Asia regional network hosted a webinar to mark World Wetland Day 2022 Celebrations. The webinar highlights the values and conservation priorities with a discussion on Pulicat Lagoon, India on 01 February 2022, 07:30 PM IST.
 - 13th CEM Dialogue titled Nature-based Solutions in Mountain Ecosystems 28 february 2022.
 - IUCN CEM South Asia Regional Network organized an interactive panel discussion - "Women in Action", a session with Women in the IUCN Commission on Ecosystem Management, joined alongside by other senior colleagues, who are experts in their field and contribute to the more significant cause of Nature Conservation, to celebrate women's day on 05 March 2022 at 7.00 PM IST.
 - IUCN CEM South Asia regional network hosted a webinar – South Asia Grassland Dialogue 14 May 2022, 6:30 PM IST.
 - IUCN CEM South Asia regional network hosted a webinar to mark World Biodiversity Day – Intruders in the Nature’s Canvas on 21 May 2022, 7 PM IST
 - Conducted a Webinar to celebrate World Environment Day (5 June) and Ocean Day (8 June) 2022 on 12 June 2022 titled Sustainable livelihood development through resilience building: Protecting the Planet and living in harmony with Nature.
 - ICIMOD organized a webinar “Investing in nature-based solutions: National plans and investment in forests and biodiversity in Hindu Kush Himalaya” on 26 August 2022.
- Shalini Dhyani South Asia participated as a speaker in the Side Event XV World Forestry Congress Co-hosted Seoul National University and CIFOR-ICRAF Systematic approach to agroforestry policies and practices in Asia and presented

Agroforestry to Achieve Global Climate Adaptation and Mitigation Targets on 02 May 2022

- Shalini Dhyani participated and delivered thematic presentation on transboundary Ecosystem Conservation cases of India in the session on Ecosystem Services and transboundary conservation in Asia of the nature for Peace Forum organised by ESP Asia office, South Korea at Seodaemungu Social Economy Community Center, Seol on 04 may 2022.
- Shalini Dhyani was involved as lead author in IPBES Sustainable Use Assessment (2018-2022) released.
- Dr. Sonali Ghosh, is involved as Lead Author thematic assessment of the interlinkages among biodiversity, water, food and health (nexus assessment).
- Deepu Sivadas is involved as Lead Author in the newly launched IPBES Nexus assessment during the year 2022.
- Mr. Pradeep Kumar Dubey, selected as Fellow of thematic assessment of the interlinkages among biodiversity, water, food and health
- Dr Sushila C. Nepali is appointed as a national expert regarding GESI for IPBES by Ministry of Forests and Environment Nepal
- Dr Sushila C. Nepali in collaboration with NGO Federation and support by WWF Nepal has developed and published a booklet on guidelines to achieve SDG titled “Nature in all Goals” Localization of environmental Sustainable Development Goals in Nepal”
- **Relevant Publications by members:**
 - Journal Articles
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 2. Avinash Kumar Ranjan, Bikash Ranjan Parida, Jadunandan Dash, Amit Kumar Gorai. 2022. Quantifying the impacts of opencast mining on vegetation dynamics over eastern India using the long-term Landsat-series satellite dataset, Ecological Informatics, 71, 101812, DOI: <https://doi.org/10.1016/j.ecoinf.2022.101812>.
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 4. Cazzolla Gatti R, Reich PB, Gamarra JGP, Crowther T, Hui C, Morera A, Bastin JF, de-Miguel S, Nabuurs GJ, Svenning JC, Serra-Diaz JM, Merow C, Enquist B, Kamenetsky M, Lee J, Zhu J, Fang J, Jacobs DF, Pijanowski B, Banerjee A, Giaquinto RA, Alberti G, Almeyda Zambrano AM, Alvarez-Davila E, Araujo-Murakami A, Avitabile V, Aymard GA, Balazy R, Baraloto C, Barroso JG, Bastian ML, Birnbaum P, Bitariho R, Bogaert J, Bongers F, Bouriaud O, Brancalion PHS,

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○ Book Chapter

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3. Sheikh N, Patra S, Kumar A, Saikia P*. 2022. Indian Forests: Sustainable uses and its role in Livelihood Security. In: Sustainability, Development, and Conservation of Natural Resources, Shukla G. (ed.), Apple Academic Press (AAP), CRC Press
4. Shilky, Patra S, Harshvardhan A, Kumar Amit, Saikia P*. 2022. Role of microbes in controlling the geochemical composition of aquatic ecosystems. In: Hydrogeochemistry of Aquatic Ecosystems, Madhav S, Singh VB, Kumar M, Singh S. (eds.), Wiley, United Kingdom.

Describe the planned activities for your region/group/task force for 2023

- Continuing monthly webinars/ knowledge sharing workshops.
- Organising the Asia Consultative Workshop on Ecosystems and NbS on 15-17 March 2023 at KFRI, Kerala, India
- Persuing the possibility of having more offline events along with other organizers.
- Having regional members meeting along the sidelines of any major conferences and seeking other possible ways to mobilise the members from all South Asia countries, like online meetings.
- Increasing the membership base of IUCN CEM South Asia.
- CEM SA member Dr. E. Yuvaraj is organizing a Webinar on Nature based Solutions: A need for integration in the Development Plans. Tentative Schedule: 20 April 2023.
- Will organize a meeting at Nepal soon for regular sharing of learnings and contribute in developing papers and publish through South Asia Magazine – Harnessing Nature.
- At least 4 different workshops at Nepal will be organized based on community adaptation and ecosystem based adaptation practices.
- Proposed workshop for commission members at Nepal to share the knowledge on Nature based solutions and environmental and social safeguard issues.
- CEM Nepal wanted to conduct RLE training and study in some parts of Nepal. The government with UK AID and WWF Nepal tried to carry out the study through the Department of Training and Research Center but due to crisis in Ukrain and COVID

all the funds were taken out this could not materialize. CEM members were initially involved in drafting the methodology of carrying out the status mapping of ecosystem of Nepal. This somehow will be re-organized through IUCN Nepal secretariate and CEM members seeking funds inhouse and conduct the training.

- RL assessment report and publications for at least two high value ecosystems in the region.
- Identifying potential topic for developing one or two potential IUCN technical documents.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Biosphere Reserve Thematic Group

Group lead: Sara Burbi

Group co-lead: Esperanza Arnés

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Participation in the first CEM social event. In this event, we were able to exchange ideas and impressions with several of our colleagues such as the Ecosystem governance group, Mountain ecosystem, etc... Interesting ideas for future collaboration and work towards the creation of a joint expert database emerged.
- Participation in the IUCN Africa Protected Areas Congress (APAC) that took place in Rwanda during July 2022. The BRTG presented the talk titled: Nature-based Solution: An implicit approach in Biosphere Reserves? A conceptual feedback loop between nature-based solutions and biosphere reserves.
- The group held several meetings with UNESCO officials, where there were commitments to collaborate in the coming years through the joint organization of thematic seminars that could link topics of mutual interest, such as agroecology, local agro-food systems, etc....

Describe the planned activities for your region/group/task force for 2023

- Organization together with UNESCO of the first pair of international seminars on Agroecology in Biosphere Reserves. One seminar will be held in English and one in Spanish. Experts in the field will be present.
- We will definitively configure both the functions and the names of the BRTG Core Group.
- Together with colleagues from the other interested EMF thematic groups, we will design the joint expert database.
- We will draft a conceptual manuscript based on the presentation made at the IUCN Africa Protected Areas Congress (APAC) on the visions that bring the principles promoted by both nature-based solutions and biosphere reserves closer to or further away from each other.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Central Asia region

Group lead: Dr. Saima Siddiqui

Group co-lead: Dr. Mahdi Kolahi

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

My own personal scientific papers in this year are:

Piralizefrehei, A., **Kolahi**, M. & Fisher, J. (2022). [Ecological-environmental challenges and restoration of aquatic ecosystems of the Middle-Eastern](https://doi.org/10.1038/s41598-022-21465-0). Scientific Reports 12, 17229. <https://doi.org/10.1038/s41598-022-21465-0>

Zefrehei, A. R. P., **Kolahi**, M., & Fisher, J. (2022). [Modeling Wetland Restoration Scenarios in Gavkhooni International Wetland](https://onlinelibrary.wiley.com/doi/abs/10.1111/rec.13721). Restoration Ecology, e13721. <https://onlinelibrary.wiley.com/doi/abs/10.1111/rec.13721>

Pirali Zefrehei, A.R., **Kolahi**, M. & Fisher, J. (2022). [Evaluation of Zayandehroud basin health in the Iranian plateau](https://link.springer.com/article/10.1007/s00027-022-00896-x). Aquatic Sciences 84, 64. <https://link.springer.com/article/10.1007/s00027-022-00896-x>

Amini, A., Abedi, M., Nesari, E., **Kolahi**, M., Mianabadi, H., Daryadel, E. & Fisher, J. (Accepted). [The Paris Agreement's Approach towards Climate Change Loss and Damage](https://www.mdpi.com/journal/land/imprint). Land. <https://www.mdpi.com/journal/land/imprint>

Sotoudeh Foumani, B., **Kolahi**, M., Mohammadi Limaie, S., Fisher, J., & Rostami Shahraji, T. (2021). [Multiple streams framework and logging policy change in the Hyrcanian forests of Iran](https://www.tandfonline.com/doi/abs/10.1080/00049158.2021.1989848). Australian Forestry, 84(4): 191-199. <https://www.tandfonline.com/doi/abs/10.1080/00049158.2021.1989848>

Kolahi, M., Jannatichenar, M., Davies, K., & Hoffmann, C. (2021). [Legal conflicts among natural resources stakeholders in Iran](https://www.tandfonline.com/doi/full/10.1080/13530194.2021.1945429). British Journal of Middle Eastern Studies, 1-20. <https://www.tandfonline.com/doi/full/10.1080/13530194.2021.1945429>

Mianabadi, A., Davary, K., Kolahi, M., & Fisher, J. (2022). [Water/climate nexus environmental rural-urban migration and coping strategies](https://www.tandfonline.com/doi/abs/10.1080/09640568.2021.1915259). Journal of Environmental Planning and Management, 65(5): 852-876. <https://www.tandfonline.com/doi/abs/10.1080/09640568.2021.1915259>

Describe the planned activities for your region/group/task force for 2023

- Working on International Principles and Standards for the Ecological Restoration and Recovery
- Preparing Principles and Standards for Stakeholder Engagement in Environment Conservation in Iran
- Publishing some joint articles
- Having some workshops and events
- Collaborating with other issues for my region/group/task force
- Etc.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Coastal and Marine Specialist Group

Group lead: Ben Fitzpatrick

Group co-lead: Athena Tzivopoulos

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

2022 has progressed slower than we would like but we have been doing a lot of ground work in establishing key members who will contribute towards progressing the group's actions against resolutions. We have:

1. Undertaken initial introductions and canvassed members for priorities.
2. We will have produced a Strategic plan and will be aiming to convene the first steering group meeting comprising leaders for each of the 5 core resolutions before the end of 2022.
3. From here we will be identifying actions for the group to progress into 2023.

We have been identifying and developing relationships with internal IUCN groups and external initiatives of other groups and the broader conservation community. This includes:

- [The IUCN Nature Based Solutions Thematic Group](#),
- [IUCN Deep Sea mining Specialist group](#),
- [World Coastal Forum](#),
- The IUCN Oceania Regional Committee,
- [The MedGardens - Clean Wave Foundation](#) and their [LIFE proposal](#) to restore coastal ecosystems in the mediterranean.
- Association with [The Nature Conservancy Caribbean Operation Coastal Resilience - Green Climate Fund Initiative](#).
- Association with a [CORDAP](#) coral reef restoration knowledge transfer initiative from Australia to Fiji.
- Affiliation with the [Society for Ecological Restoration](#).
- Affiliation with [Mission Blue](#), Australian Marine Conservation Society and work on implementing Marine Parks in Western Australia.

We are contributing a case study to an IUCN Nature Based Solutions special volume. Also to a IUCN special volume on coastal and marine ecosystem conservation and restoration with co-benefits of disaster risk reduction.

Describe the planned activities for your region/group/task force for 2023

Heading into 2023 we aim to commence regular monthly meetings with the steering committee, reporting back to the membership with opportunity for input through resolution leaders. We will systematically progress against each of the resolutions including:

- 1) Brainstorming sessions with canvassed members - flag and link key initiatives & budgets.
- 2) Convening stakeholders/networking
- 3) Capacity building
- 4) Fundraising
- 5) Scientific research
- 6) Educational outreach
- 7) Policy influencing

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Cultural Practices and Ecosystem Management (CPEM)

Group lead: Pamela McElwee

Group co-lead: Minna Hsu

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- 1) CPEM members contributed to an Ecology and Society special issue on Cultural Ecosystem Services, full issue is now available online and can be accessed here: <https://ecologyandsociety.org/feature/147/>
- 2) Co-hosted "Engaging Men and Boys to Address Gender-Based Violence in Coastal Biodiversity Management" webinar; Pam was one of the speakers
- 3) Reissued call for case studies pertaining to cultural practices and ecosystem management to present in a compendium at the next World Congress in 2025
- 4) *Handbook of Cultural Ecosystem Services (CES)* is now under contract with Routledge, we will be soliciting actual chapters from CPEM members throughout 2023
- 5) Helped to organize session at Nature Based Solutions Conference 2022 July 5-7 at Oxford, "Defining NbS: solutions for whom, by whom, and for what?"
- 6) Met with Liza Zogib (Director of DiversEarth and Chair of IUCN Specialist Group on Religions, Spirituality, Environmental Conservation and Climate Justice) who wanted to consult CPEM regarding ESMS Standard on Cultural Heritage

Describe the planned activities for your region/group/task force for 2023

CPEM is aiming to put together a **webinar series** on cultural practices and ecosystem management, to be held every three months. We will continue to work on our **compendium of case studies** for presentation at the 2025 WCC. We will issue a call for chapters for the **CES Handbook**, and come up with a **strategic plan to incorporate Indigenous and local knowledge (ILK) into ecosystem assessments** with lessons learned from SSC guidance on ILK that was developed in 2021-2022. We will also continue **contributing to the resolutions** we were assigned: #02: Strengthened institutional inclusion concerning indigenous peoples, #41: Ensuring funding to secure rights and secure ecologies, #45: Global Indigenous Network for Aquaculture (GINA), #72: Importance for the conservation of nature of removing barriers to rights-based voluntary family planning, and #92: Adapting traditional medicine to achieve social and environmental sustainability.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Deep Seabed Mining Thematic Group

Group lead: Pradeep Singh

Group co-lead: Kerstin Kröger (TBC)

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Provided constant advice and support to the IUCN Secretariat (through the Global Marine and Polar Programme) on emerging issues relating to deep seabed mining and assisted with the organization of side events (e.g. at the UN Ocean Conference, Lisbon, June 2022 and meeting of the parties of the UN Convention on Biological Diversity, December 2022).
- Participated in and contributed towards the ongoing negotiations of the International Seabed Authority (in July 2022 and October/November 2022) as part of the IUCN delegation.
- Participated in and contributed towards the UNFCCC Ocean and Climate Change Dialogue (June 2022) as part of the IUCN delegation.
- Contributed an article for the IUCN Marine News ([Issue 17, December 2022](#)) on deep seabed mining (see pages 34-35).

Describe the planned activities for your region/group/task force for 2023

- Participate in and represent the IUCN delegation at the meetings of the International Seabed Authority in March 2023, July 2023, and October/November 2023.
- Organize one webinar and/or in-person event in collaboration with the IUCN Secretariat (through the Global Marine and Polar Programme) between April and July 2023.
- Initiate the development of, prepare and publish an IUCN Commissions joint position paper on deep seabed mining and high seas marine conservation, working together with other groups (e.g. within CEM, WCEL, WCPA and others), as well as the IUCN Secretariat.
- Provide additional support to the IUCN Secretariat on topics related to deep seabed mining, including to participate in any side events, as well as to contribute towards the IUCN Marine News and other publications.
- Issue periodic (e.g. quarterly) email updates, and convene virtual meetings with members of the Thematic Group (e.g. twice in the year).

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Eastern and Southern Africa Region

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

The region continues to register more members with members participating actively in monthly Webinar meetings.

There was one presentation on restoration given by Kirsty was Shaw

Participation in workshops, meetings and conferences CEM-related workshops, and events

Participation in the IUCN CEM Steering Committee Meeting in Rwanda and subsequently participated in the APAC Congress: . 15th – 23rd July 2023

Dr Khodani Matshusa:

- GSSA Geoheritage Conference: 4-7 April 2022
- ASSAF virtual stakeholder workshop to consult on the draft South African open science policy: 22 February 2022
- ASSAF science diplomacy workshop: 15 March 2022
- ProGEO SW Europe Regional Working Group: 30-31 March 2022
- IUCN - CEM network development work area: 13 May 2022
- IUCN - CEM Ecosystem Restoration: Global Initiatives in Science and Practice: 18 November 2022

Dr Fisseha Asmelash (Ethiopian)

- Commented on the draft standards of ecosystem restoration.
- Participated in all the monthly webinars
- Participated in the open online course on ecosystem restoration (8 weeks lesson altogether)

Dr Andrew Skowno is implementing a project closely aligned with the Red Listing of Ecosystems

- South Africa's RLE (for Terrestrial ecosystems) was published in scientific journal (Land) in late 2021 (<https://doi.org/10.3390/land10101048>). The List (which uses the IUCN RLE framework) has been approved for implementation through the National Environmental Management Act: Biodiversity Act (2004), and replaces the 2011 list (which was developed using South Africa's own ecosystem threat status framework). The publication of the revised list in the government gazette is the culmination of 6 years of technical and stakeholder engagement processes and gives the RLE legal influence on land use decision making and EIA processes in South Africa. See <http://ecosystemstaus.sanbi.org.za> for more information.

- The SBAPP Regional Project (Building biodiversity knowledge for action in Southern Africa: Spatial Biodiversity Assessment, Prioritization and Planning in South Africa, Namibia, Mozambique and Malawi) was launched in Mozambique in November. This project is funded by the AFD (Agence Française de Développement) and FFEM (Fonds Français pour l'Environnement Mondial), and includes Namibia, South Africa, Mozambique and Malawi. The project has major objectives to undertake RLE related work, including preparation and improvement of ecosystem maps, assessing ecological integrity and undertaking RLE assessments over the next 5 years.

Project web site <https://www.sanbi.org/biodiversity/building-knowledge/biodiversity-monitoring-assessment/the-sbapp-regional-project/>

Dr Joyce Jefwa presented a case study “Enhancing the resilience of the sacred Mijikenda kaya forests world heritage site during the covid-19 pandemic” and participated in the NBS self-assessment and survey on global standards by NBS group.

Scientific papers published

Dr Khodani Matshusa

Matshusa, K. and Leonard, L. (2022). Exploring strategies for management of disasters associated with illegal gold mining in abandoned mines: A case study of Ekurhuleni Metropolitan Municipality. *Jàmbá: Journal of Disaster Risk Studies* 14 (1), pp. 1-9. <https://doi.org/10.4102/jamba.v14i1.1237>.

Describe the planned activities for your region/group/task force for 2023

Activities for the region

Webinars on the different themes of IUCN CEM are to be conducted by the leaders of specialist groups to enlighten members on the different aspects to apply in their activities.

Regional platform to interact and exchange information and sessions for members to forge collaborations in related activities.

Activities presented by members

- **Dr Khodani Matshusa** is currently leading a research project titled “Assessing the Potential for Geotourism at the Magaliesberg Biosphere Reserve (MAB) and Cradle of Humankind World Heritage Site (CH-WHS) - Transdisciplinary Research as a Pathway to Social Sustainability.” He is also consulting as an expert on various projects related to cultural heritage and the provision for water in rural areas in South Africa.

- **Dr Matshusa** will continue with the project on “Assessing the Potential for Geotourism at the Magaliesberg Biosphere Reserve (MAB) and Cradle of Humankind World Heritage Site (CH-WHS) - Transdisciplinary Research as a Pathway to Social Sustainability.”
- Dr Matshusa’s planned activities include publishing 3 papers and attending various workshops/conferences related to CEM.
- **Matshusa, K.** (2022). A proposed evidence-based field methodology approach for assessing the potential for geotourism development. Proceedings of the Geological Society of South Africa (GSSA) Geoheritage Conference, 3-7 April 2022. https://www.gssa.org.za/uploads/newsletters/Events/Geoheritage_Conference_Abstract_Book.pdf.

Dr. Joyce Jefwa Case study entitled “Enhancing the resilience of the sacred Mijikenda kaya forests world heritage site during the covid-19 pandemic” to be published in IUCN-CEM Publication in 2023

Dr Fisseha Asmelash: Ethiopian Biodiversity Institute plans to organize an international conference on biodiversity conservation and ecosystem management in 2023. The date will be communicated.

Alain Mukiranya is proposing the reforestation of deforested ecosystems in Virunga National Park in DR Congo and the development of fish spawning grounds in lakes Edouard and Kivu in Virunga National Park in DR Congo for 2023

Dr Andrew Skowno:

- 1) The SANBI will undertake workshops to support the implementation of the revised RLE across the country, via provincial governments and using the association of EIA practitioners.
- 2) For the SBAPP Regional Project 2023 will involve efforts to initiate terrestrial ecosystem mapping and classification in Namibia; the refinement of aquatic (lake) ecosystem maps in Malawi; cross border ecosystem type mapping to align Mozambique South Africa, and Namibia and South Africa, and Malawi Mozambique. The work on ecological integrity will also start with setting up a community of practice (consisting of local ecosystem experts) to look at ecological integrity regionally, the development of a data cube for remote sensing time series and climate time series data, the development of regionally focused Function Models for L3 or L4 ecosystems. These processes will continue into 2024-2025.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Eco Disaster Risk Reduction

Group lead: Fabrice Renaud, University of Glasgow, Fabrice.Renaud@glasgow.ac.uk

Group co-lead: Simone Sandholz, United Nations University - Institute for Environment and Human Security (UNU-EHS), sandholz@ehs.unu.edu

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

In 2022, thematic group members were engaged in different activities related to Eco-DRR, namely:

- Side event held, together with PEDRR, at the 2022 Global Platform in Bali, Indonesia on “Nature-based Solutions to accelerate Sendai and beyond” <https://pedrr.org/event/nature-based-solutions-to-accelerate-sendai-and-beyond/>.
- Call for contributions for a Webinar series, initially planned for 2022, after having received little feedback pushed to 2023 (see below)
- Call for a special issue on “Nature-based Solutions for reducing disaster risk. What is the evidence?” in Journal *Nature-Based Solutions*, with several TG member among guest editors, call published in 11/2022

Describe the planned activities for your region/group/task force for 2023

- Publication of special issue on “Nature-based Solutions for reducing disaster risk. What is the evidence?” in *Nature-Based Solutions*, with different papers (co-authored by TG members)
- Planning of a webinar series on Eco-DRR. The commitment would be for 6 webinars annually around Eco-DRR in geographically diverse areas.
- Advance Eco-DRR within the wider framework of NbS. this is planned to become a more practical oriented activity, starting from a TG discussion round, with the potential to be turned into an IUCN CEM report or a journal paper. The idea is to brainstorm collectively in a TG meeting.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Malaysia (SEA) / Ecosystem Based Aquaculture Task Force

Group lead: Dr Peter SMITH

Group co-lead: Mr I.M. ALBABA & Dr INBAKANDAN (Inba)

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

- Initiatives were made to increase the participation of new members in CEM and encouraged to involve in CEM specialized group and task force initiatives.
- Currently there is a rise in the new membership in CEM, especially in the regional level.
- Designed a logo for E-bAG, but as per Mariana's guidance the official CEM logo is planned to use with E-bAG tag.

A logo is needed to represent ecosystem based aquaculture task force group, and we are designing the same.

Scientific papers

- Zhu, Zhu and **Isa, Siti Suriawati** (2022). Are Urban Chinese Consumers Really Willing to Use Eco-Friendly Cutleries Provided By Catering Takeaway? *International Journal of Social Science Research*, 4(2), 28-40.
- Badrul, Nor Akmar, Mohd Hafizal Ismail, S. Johari, Yaakob, **Isa, S.S.**, Amir Affan Abdul Azim, Halis, R, Bawon,P, Norizah, Mohamad Roslan M.K., Chong Leong Puan, Nazrin Malik, Johar Mohamed, Mohd Aswad, R., Razak Terhem, Nurhidayu S., Abdullah, U.H, Bakar, B.F.A, Zubaidah,H, Saadun, Sabiha, Jumaat, N. J., Azita , Sheena B., Roseley, Ruzana Sanusi, Diana Emang, Zainal Abidin, Hisham, Lim, E.A.L. (2022). *Workbook: Forestry Camp 2022*, Faculty of Forestry and Environment, UPM, pp. 1-74, 2022 http://www.primis.upm.edu.my/pub/dokumen/pub_other_publications/20221229150937Workbook_Forestry_Camp_2022.pdf
- **Isa, S.S.**, Manohar M., Sheena B, Lim, E.A.L., 2022. *Colloquium on Adventure and Recreation*, MOREC 2021: Memperkasa Rekreasi Luar Pasca Pandemik, Faculty of Forestry and Environment, Serdang, pp. 7-16. [https://forenv.upm.edu.my/upload/dokumen/20221207163830MOREC_EBOOK_2021_\(SMALL\).pdf](https://forenv.upm.edu.my/upload/dokumen/20221207163830MOREC_EBOOK_2021_(SMALL).pdf)
- **Isa, S.S.**, Isa, M.H., Grechkin, S., 2022. Awareness and Conservation Program at an Ecotourism Site in Langkawi Island, Malaysia. In: Kumar, M., Dhyani, S., Kalra, N. (eds.), *Forest Dynamics and Conservation*, pp. 469-480. Springer: Singapore. https://doi.org/10.1007/978-981-19-0071-6_22

Events and Programmes

- PutraCocu@Hijau (Green) Vegetable Planting Program

- UPM Students Reach Out: Flourishment of Pulau Songsong & Kampung Sg. Udang, Yan and Kampung Singkir Badong, Merbok
- Tree Planting Activity at Puncak Janing, Kedah waterfall
- 300 Tree Planting Activity at Kg. Perik and Kg. Tunjang, Kedah
- Community Programmes with Kg. Perik Community about Forest, Human and Animals

Describe the planned activities for your region/group/task force for 2023

- 4th. International Conference on Adventure and Ecotourism
- “Greening Malaysia: Kedah and Perlis State Park Exploration” Programme
- “Greening Malaysia: Multidisciplinary Approach” Programme
- “Greening Malaysia: With Local Community” Programme
- Webinar on “Greening Malaysia” Experience
- Scientific articles on “Greening Malaysia” Programme
- To submit a book proposal with thematic sections in ecosystem based approach on aquaculture and fisheries, through a reputed publisher.
- To get funding support from the Ministry of Science and Technology, India to conduct a national or international symposium to address the ecosystem based approach on aquaculture and fisheries.
- To prepare an online survey on each E-bAG objectives with new ideas/inputs and to have a comprehensive and statistical opinion on the ecosystem based approach on aquaculture and fisheries.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Ecosystem Governance Thematic Group

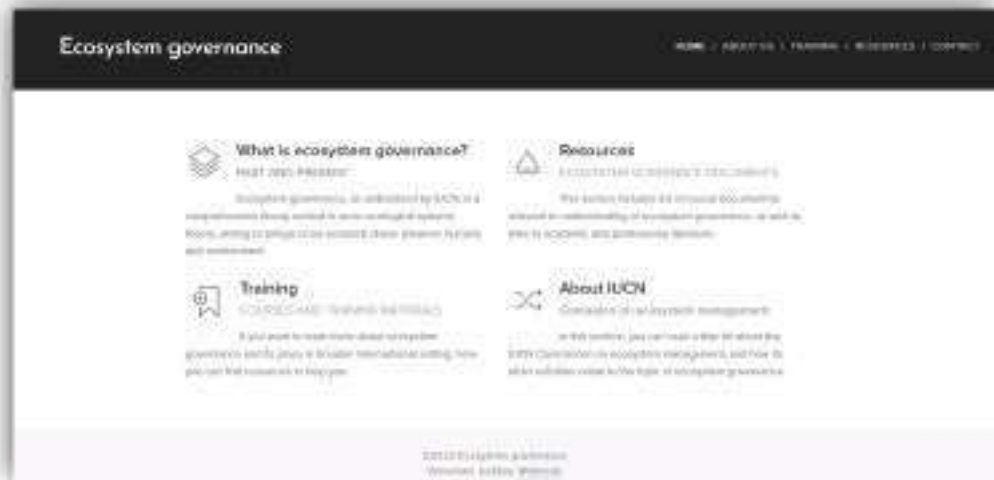
Group lead: Tomas Zulkin

Group co-lead: Carolina del Lama

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Accomplished and in progress activities:

- Journal article
 - 'Principles of ecosystem governance' (in progress, almost done, delay caused by Tomas' unavailability)
- Training:
 - Short course on ecosystem governance was delivered at University of Oldenburg
 - Screening of potential candidates for delivering ecosystem governance related curriculum started and is in progress
- Other:
 - Creating EGTG dedicated website: Hosted at www.ecosystem-governance.org (not live yet)
 - Will serve as a subsidiary of the official EGTG site at iucn.org
 - Will contain data repository (case studies, toolkits), links to relevant materials and other IUCN groups, and especially learning materials



Describe the planned activities for your region/group/task force for 2023

- Ecosystem governance forum scoping activities
 - Interviews with regional chairs and other stakeholders (Q2)
 - Formation of EG Forum preparatory committee and decision reached on the venue (Q3)
- Publishing
 - In negotiation with academic journal to publish a special issue with case studies on ecosystem governance (framework drafted, will be further consulted)
- Cooperative activities:
 - Joint sessions with the European policy committee of the Society for Conservation Biology
 - Exploring possibility of cooperation with Helmholtz Institute (HIFMB)

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Ecosystem Restoration Thematic Group

Group lead: Dr Cara R Nelson

Group co-lead: Dr Emanuela Weidlich

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

- Thematic group development: Recruited three individuals to join a 5-person core team to expand capacity for TG work and engagement with CEM members
- Webinars: Hosted webinars on the third Friday of the month for 10 of the 12 months in 2022 (2 months were skipped transitioning to the new webinar host team).
- UN Decade on Ecosystem Restoration:
 - Played a leadership role on the Best Practices Task Force, including leading the global co-production of Standards of Practice for the UN Decade. As part of this effort, we obtained \$38,000 in funding for travel and production support; and organized:
 1. A virtual Global Forum (series of 4 meetings)
 2. Workshop consultation at the World Forestry Congress in Korea.
 3. Workshop consultation at the Society for Ecological Restoration Europe Conference in Spain
 4. Session during Restoration Day at the Rio Conventions' Pavilion at the UN CBD COP15 (Montreal)
 5. Global consultation through the UN Decade website and targeted consultations
 - Represented the ERTG on the Science Task Force, including reviewing and scoring Decade Flagship Proposals
 - Represented the ERTG on the Monitoring Task Force
 - Collaborated with the IUCN Seed Specialist Group on a manuscript to be submitted to Science on seed needs for the Decade (In prep)
- Restoration inputs to 30 x 30 and Rewilding:
 - Presented a framework for unpacking ecosystem restoration to meet 30x30 targets in a symposium on the EU 2030 Biodiversity Conservation Strategy at the Society for Ecological Restoration Europe Conference in Spain
 - Published a chapter on restoration and rewilding in the Rewilding Handbook, which was edited by the leads of CEM's Rewilding TG.
 - Submitted a grant proposal for \$350,000 to the Science for People and Nature Partnership (SNAPP) *Building Landscape Context and Connectivity into Restoration Planning* (was not selected for funding)
- Engagement with the Society for Ecological Restoration
 - Represent the ERTG on the Science and Policy Committee
 - Represent the ERTG on the Standards Committee for SER's professional certification program
- Human Health
 - Completed analysis and led development of synthesis manuscript on ecosystem management and zoonotics (IGNITE Project), in collaboration with Human Health and Ecosystem Management TG, Rewilding TG, Governance TG, and scientists outside of CEM.
 - Worked with the co-leads of the Human Health and Ecosystem Management TG to develop proposed activities for 2023.

Describe the planned activities for your region/group/task force for 2023

ONGOING INITIATIVES AND ACTIVITIES

- Work with IUCN publications group to convert IGNITE manuscript into IUCN Publication
- Engage in activities related to IUCN Resolution 009: Protecting and restoring endangered grassland and savannah ecosystems (The ERTG Lead is listed as the co-focal point (with David Keith) but have not yet engaged)
- Host the fourth Global Forum (in collaboration with SER) in Australia, in conjunction with SER's World Conference
- Hold Indigenous Peoples Consultations and publish the Standards of Practice for Ecosystem Restoration for the UN Decade
- Hold 12 webinars (3rd Friday of the month)
- Represent the ERTG on SER's Science and Policy Committee and the Standards Committee of its Practitioner Certification Program
- Represent the ERTG on UN Decade on Ecosystem Restoration Monitoring and Science Task Forces
- Continue leadership role in work plan of Best Practice Task Force, including 1) developing a framework for maximizing net gain from restoration (started at Global Forum in 2021 in collaboration with SER, but not completed); and 2) developing a synthesis of tools for best practice ecosystem restoration.
- Collaborate with others in CEM as needed for NbS publications and activities.
- Provide feedback on UNCBD Post 2020 framework documents
- Engage the 5-person core team in TG development and activities
- Work on website, if possible

NEW POTENTIAL ACTIVITIES

- Submit proposals in support of the ERTG and CEM's restoration agenda (potentially in collaboration with the IUCN Secretariat)
- If approved by CEM, work with the Human Health and Ecosystem Management TG to host an online searchable portal for literature on zoonos and ecosystem management.
- If capacity is needed, assist with developing and implementing UN Decade Science Task Force agenda for 2023

Fisheries Expert Group of the IUCN Commission on Ecosystem Management (IUCN-CEM-FEG)

Activity Report for 2022 and proposed activities for 2023



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1. Introduction

2022 was an intense and challenging year with an unprecedented number of international meetings, a high number of online events, virtual sessions, ad-hoc consultations and intersessional work that Fisheries Expert Group (FEG) members had to attend and contribute to. The main international negotiating sessions were of course the negotiations for the Post 2020 Global Biodiversity Framework that everyone which concluded in December at the CBD COP after 4 years of negotiations and which will impact all other UN processes. FEG participated actively in all the CBD-related meetings on the post 2020 Global Biodiversity Framework leading to the COP held in Montreal including the COP as well as in the ongoing negotiations on BBNJ, the UN Ocean Summit and Climate COP. FEG continued to work on a comprehensive review of Area-Based Management Tools (ABMTs), including on Other-Effective Area-based Conservation Measures (OECMs), and participated in the the FAO COFI 35 meeting as part of the IUCN delegation.

In so doing, FEG has also reaffirmed its role in improving the functional interface between sustainable fisheries and biodiversity conservation through, among other initiatives, its efforts in enhancing technical cooperation between CBD, IUCN and FAO and within the UUN framework. It has been doing so, throughout 2022, by organizing side-events held during key negotiating sessions, including at CBD sessions and the UN Ocean Conference. FEG continues to closely monitor and participate in these processes with the aim to have a comprehensive approach in informing marine and fishery policy.

2. Activities in 2022

The Convention on Biological Diversity (CBD)

FEG actively participated in the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA), the Subsidiary Body on Implementation (SBI), the three Open-Ended Working Groups on the Post-2020 Global Biodiversity Framework as well as the 15th Conference of the Parties (CBD COP15). FEG also attended the CBD workshop on Monitoring and Reporting in the context of the Post-2020 Global Biodiversity Framework. Despina Symons participated in all these meetings as part of the IUCN delegation, providing inputs on fisheries-related targets of the Post-2020 GBF. Moreover, FEG experts also participated in the Online Discussion Forum on ecologically or biologically significant marine areas (EBSAs), while Despina Symons represented FEG in the Third meeting of the Sustainable Ocean Initiative (SOI) Global Dialogue with Regional Seas Organizations and Regional Fishery Bodies, where she gave a presentation on Other Effective area-based Conservation Measures (OECMs). Finally, at CBD COP15, FEG participated also through the IUCN delegation and organized the event “Fisheries in the Post-2020 Global Biodiversity Framework: where and how do they fit?” in collaboration with EBCD, the CBD Secretariat and FAO, thus contributing to the discussions leading up to the adoption of the Post-2020 Global Biodiversity Framework. Finally, as FEG was mandated at the latest IUCN World Conservation Congress to increase its focus on inland fisheries, FEG experts and EBCD collaborated with Conservation International, Infish, the Inland Fisheries Alliance (IFA) and many other collaborators, to produce a briefing, submitted by EBCD to the CBD Secretariat, proposing the inclusion of a specific inland fisheries indicator, within the Post-2020 GBF – [available here](#).

In addition, FEG also provided technical and scientific assistance to the CBD Secretariat and FAO in the organization of a capacity-building workshop on Fishery-OECMs in Central America and the Wider Caribbean.

Biodiversity Beyond National Jurisdiction (BBNJ)

FEG continued to be active in the BBNJ process as part of the IUCN delegation. Two meetings of the Intergovernmental Conference of BBNJ were held in 2022. The 4th meeting of the BBNJ negotiations after a two-year postponement was held in March in New York and the 5th one in August. Despina Symons participated as part of the IUCN delegation, focusing on Area-Based Management Tools including MPAs and the outcome of the IUCN workshop on ABMTs, which Serge Garcia had attended.

UN Ocean Conference

FEG participated actively in the UN Ocean summit held in Lisbon June. Two FEG experts, Serge and Ernesto as well as the FEG Secretariat (Despina Symons and Jacopo Pasquero) contributed to the one-week discussions. EBCD/FEG organized the side event “The Future of the Ocean: Finding Cooperative Pathways towards 2030” in collaboration with FAO, the CBD Secretariat, Norway and Canada. Furthermore, FEG contributed to the IUCN statement regarding fisheries management, as key input to the final Political Declaration. Prior to the Conference, EBCD and FEG also provided written inputs on the Zero Draft of the Political Declaration. Can you include the presse release?

UN Fish Stock Agreement

At the Fifteenth round of informal consultations of States Parties (ICSP 15) on the United Nations Fish Stock Agreement (UNFSA), Serge Garcia, was invited by the Global Marine Program of IUCN to give a presentation on behalf of IUCN, in a Session on “Understanding the ecosystems approach to fisheries

management in the context of the United Nations Fish Stocks Agreement. Serge Garcia made a presentation on “Other Effective Area-Based Conservation Measures (OECMs) and the UNFSA relating OECMs to the ecosystem approach and suggesting it was time for the UNFSA Parties to promote the use of OECMs in RFMOs

FAO COFI

Serge Garcia and Despina Symons, on behalf of FEG and representing IUCN, participated in the FAO COFI meeting held in Rome, September 5- 9. FEG drafted the IUCN Statement regarding the program of work of FAO and particularly on the collaboration with the environmental agreements including the collaboration with CBD on biodiversity mainstreaming, MPAs And OECM where FEG continues to be an important partner for FAO, and other UN processes such as CITES, UN oceans and BBNJ.

Projects

In addition to the above, FEG is committed to deliver the two projects financed by the Nordic Council of Ministers (NCM) on Area-Based Management Tools (ABMTs) and on the reporting of fisheries’ contributions to biodiversity conservation under the recently-adopted Post-2020 Global Biodiversity Framework. Both projects were to be finalized by the end of 2022; however, they have been postponed. Specific details for each project are given below:

Area-Based Management Tools

FEG was granted financial support from NCM to prepare a comprehensive review of Area-Based management Tools of relevance to fisheries. The aim is to develop a comprehensive understanding on the history and toles of ABMTs, particularly at the interface between fisheries and conservation. The present title is: “*Area-based management tools in and around fisheries: History, definitions, examples, roles, typologies, tensions, synergy, challenges, human dimensions and effectiveness*”. A FEG special group on ABMTs has been established to work on the project together with a few external collaborators. The group has met several times throughout the year. The project is currently in its final stage (with a draft over 200 pages) and will be completed by the end in March 2023.

Post-2020 GBF

FEG received financial support from NCM to develop a review of the Post-2020 GBF, adopted in December 2022. The project was postponed due to the belated adoption of the Post-2020 Global Biodiversity Framework and is expected to conclude by December 2023. Therefore, the project has to be initiated now. Jake Rice was supposed to lead the project and has now agreed to continue to do so.

The project will first review the numerous targets that could provide opportunities for fisheries to report on various aspects of their activities. The findings of this review will be consolidated, and both gaps and possible redundancies will be identified.

Building on this review and consolidation of findings the IUCN Fisheries Expert Group (FEG) will develop a framework for reporting on fishery performance that is both conceptually sound and operationally feasible. It would reflect in-depth reflection on how fisheries could report consistently to the GBF: against which targets, using which indicators, and how would a holistic picture be synthesized from the piecemeal approach inherent in the GBF structure. Such a framework could be used as guidance for the fishery sector to report on fisheries efforts towards global international targets on biodiversity and sustainability of its uses, within the current national CBD reporting system. Such a framework and program of regular reporting would facilitate provision of a sound evidence

basis to ensure that fisheries remain “on the biodiversity map”, in policy discussions regarding biodiversity, food security and climate change.

Other Effective area-based Conservation Measures

FEG members led or co-authored, in collaboration with experts from FAO, the CBD, and other institutions, three scientific papers published in *Frontiers of Marine Sciences*.

- Garcia, S.M.; Rice, J.; Himes-Cornell, A.; Friedman, K.J.; Charles, A.; Diz, D.; Appiott, J. & Kaiser, M.J. 2022. OECMs in marine capture fisheries: Key implementation issues of governance, management, and biodiversity. *Front. Mar. Sci.* 9:920051. doi: 10.3389/fmars.2022.920051
- Himes-Cornell A, Lechuga Sanchez JF, Potter C, McKean C, Rice J, Friedman KJ, Garcia SM and Fluharty DL (2022) Reaching Global Marine Biodiversity Conservation Goals With Area-Based Fisheries Management: A Typology- Based Evaluation. *Front. Mar. Sci.* 9:932283. doi: 10.3389/fmars.2022.932283
- Rice, J.; Friedman, K.; Garcia, S.M.; Govan, H.; & Himes-Cornell, A. 2022. A Contrast of Criteria for Special Places Important for Biodiversity Outcomes. *Frontiers in Marine Science*: 9: 91203: 13 p. Doi: 10.3389/fmars.2022.912031

FEG members were also invited to review the first version of the FAO Handbook on OECMs. There is still a possibility to publish the synthesis on OECMs released by FEG in 2021¹ as a companion document for the FAO Guidance on OECMs, but this has to be confirmed.

Other activities

Furthermore, FEG continued to liaise with FAO on biodiversity mainstreaming related issues.

A meeting of FEG members was organized by the Secretariat where several useful suggestions were made, including the organization of focus groups, such as the already-established on ABMTs, but also on sustainable use. Due to the heavy agenda in 2022, this did not materialize, the discussion will have to be taken up by the new Bureau.

Moreover, EBCD continued providing the Secretariat to the IUCN-CEM-FEG, liaising with members, facilitating communication with IUCN, updating the website, managing online registration to the events, providing information and organizing regular online meetings with FEG Members.

3. Proposed activities 2023

2023 starts with two major events to which FEG has committed to contribute to: the International Marine Protected Areas Congress (IMPAC5) and the resumed 5th session of the BBNJ negotiations, right after. Furthermore, 2023 will be dedicated to the analysis and implementation of Post-2020 Global Biodiversity Framework.

¹ Garcia, S.M.; Rice, J.; Charles, A. & Diz, D. 2021. OECMs in Marine Capture Fisheries: Systematic approach to identification, use and performance assessment in marine capture fisheries (Version 2). Fisheries Expert Group of the IUCN Commission on Ecosystem Management, Gland, Switzerland. European Bureau of Conservation and Development, Brussels, Belgium: 87 p. Available at www.ebcd.org/feg.

IMPAC

FEG has committed to organize an expert meeting (formally referred to in the IMPAC 5 system as a “symposium”), in collaboration with FAO and ICES on the state of play of OECMs in fisheries. The meeting will be chaired by Eskild Kirkegaard. Other panelists include FAO, ICES and Tony Charles from FEG. Serge Garcia will be making a presentation on the FEG activities on OECMs. Ellen Kenchington (ICES) will report of the ICES-FEG Workshop on OECMs in the North Atlantic. FAO staff will report on FAO’s efforts in OECMs in capture fisheries.

BBNJ

Despina Symons, as a continual member of the IUCN delegation in BBNJ, will participate in the 5th resumed session, expected to be the last one towards concluding a new legally binding instrument on the conservation and sustainable use of biodiversity beyond national jurisdiction with special focus on the ABMTs including MPAs.

New and arising issues from the newly adopted GBF

While a more thorough assessment will be undertaken in close consultation with FEG Bureau and FAO and Secretariat of the CBD, a preliminary analysis of the outcome of COP15 suggests some potential opportunities for FEG activities in 2023. Considering that the GBF is silent on fisheries as such but offers multiple possibilities for fisheries to contribute, FEG might have there an opportunity to meet the commitment to the project committed to the Nordic Council of Ministers on reporting on the implementation of the GBF on fisheries.

Biodiversity Mainstreaming in Fisheries

At COP15, the work carried out by FAO on biodiversity mainstreaming into sectors recognized and FAO was mandated to advocate and implement the Post-2020 GBF in fisheries. Given that FEG has always been a key partner of FAO on the issue, the implementation of the GBF and biodiversity mainstreaming could continue being priorities for FEG. Pending on invitation by the CBD secretariat to participate in the in the intersessional process, we will inform you on FEG possible involvement.

Continuing work on OECMs and MPAs

OECMs will continue to be a focus of work for both CBD and FAO in the years to come. FEG, as a main partner, might be invited to contribute and support various workshops, consultations and publications, and is committed to finalise the Comprehensive Review on ABMTs started in 2022.

Sustainable Oceans Initiative (SOI)

The CBD-led Sustainable Ocean Initiative continues to foster dialogue between Regional Fisheries Management Organizations (RFMOs) and Regional Seas Conventions while building capacities at regional level on internationally-agreed measures relevant for fisheries management and marine conservation alike, such as OECMs. Building on the FEG contribution in 2022 in supporting the joint FAO-CBD workshop in Central America and Wider Caribbean on Fishery-OECMs, FEG experts might be expected to the CBD Secretariat in promoting and building capacities on OECMs, particularly in fisheries. In fact the CBD Secretariat is counting of FEGs continual support on this issue.

Ecosystem Restoration

Ecosystem Restoration has been gaining increasing attention within international policy processes, as demonstrated by the adoption of the Post-2020 GBF, which includes a dedicated target (Target 2). However, an internationally-agreed scientific definition on restoration, especially in the context of fisheries management, is still lacking. Against this background, FEG may wish to consider to participate and contribute to activities on this subject with the view to (1) ensure that the proposals that might emerge from these discussions take fisheries realities into account; and (2) be able to correctly inform fisheries of what is happening and what are the implications for fisheries management and marine conservation. This all pending on the initiatives to be undertaken by FAO and CBD where FEG might want to contribute.

Nordic Council of Ministers (NCM)-supported projects: ABMTs and GBF

As mentioned above, FEG will continue working on the two projects on ABMTs and the Post-2020 GBF. The ABMTs should be finalized by March. Regarding the GBF one, and given that we now have the GBF we much proceed with the launch of the Post w is project asap. We will keep you informed.

Contribution to the Resolution 107 “Reducing the Impact of Fisheries on Marine Biodiversity”

The Commission on Ecosystem Management Chair was asked to take the lead together with the chair of the SSC (species survival commission) on the establishment of a task force with representatives of the other commissions of IUCN for the implementation of this resolution and has invited FEG to contribute in the task force as well as in the two workshops that IUCN will be organizing. The project is being currently discussed in the IUCN Council. Ernesto, Jake, and Serge have agreed to contribute in principle. Eventual involvement of further FEG members and collaborators will depend on what the Task Force plans will be. We will inform you accordingly.

Brussels, January 2023.

Secretariat of the IUCN Fisheries Expert Group

European Bureau for Conservation and Development

Rue de la Science, 10, 1000, Brussels, Belgium.

This report covers IUCN-CEM-FEG activities and engagement in global processes for the year 2022 and provides a draft agenda for the planned activities in 2023. The report does not necessarily reflect the view of IUCN on the above subjects and events.

Any question about the report may be redirected to the Secretariat of the IUCN Fisheries Expert Group:

Despina Symons, Director EBCD and FEG Coordinator: Despina.Symons@EBCD.org

Jacopo Pasquero, International Affairs Advisor at EBCD assisting the Secretariat of FEG
Jacopo.Pasquero@EBCD.org



FOREST ECOSYSTEMS SPECIALIST GROUP

IUCN Commission on Ecosystem Management (CEM)'s

Report from CEM regions, groups, task forces for 2022

Dr Doris Mutta	Focal Point within Steering Committee, IUCN	D.Mutta@cgiar.org
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Core team:

Name	Affiliation	Email address
Dr. Himlal Baral	CIFOR – ICRAF, Lead CEM – Forest Ecosystem SG	h.baral@cgiar.org
Dr. Rajiv Kumar Chaturvedi	BITS Pilani, Goa, Co-lead CEM – Forest Ecosystem SG	chaturvedi.rajiv@gmail.com
Dr. Robin Sears	CIFOR-ICRAF, Associate	R.Sears@cgiar.org
Dr Arlene Lopez S	CATIE, Costa Rica	lopeza@catie.ac.cr
Dr Doris Cordero	CEM Regional Chair South America	doriscordero506@gmail.com
Dr Mi Sun Park	Seoul National University, Korea	mpark@snu.ac.kr
Dr Kun Zhang	China National Forestry-Grassland Development Research Centre, China	2310165085@qq.com
Dr Zahra Asadolahi	Lorestan University, Iran	z_asadolahi@yahoo.com
Dr Peter Hobson	Writtle University College, UK	Peter.Hobson@writtle.ac.uk
Dr Cossey Yosi	PNG University of Technology, New Guinea	cossey.yosi@pnguot.ac.pg
Dr Joyce Mnyazi Jefwa	National Museum of Kenya	joycejefwa@gmail.com

Group summary:

Main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Peer reviewed papers in internal journal and book chapters -39

Blogs/articles -6

International seminars and conferences- 12

Invited talks- 9

Describe the planned activities for your region/group/task force for 2023

- ❖ International workshop on '*Long-term observation of forest ecosystems*' at BITS Pilani, KK Birla Goa Campus in May 2023
- ❖ Contribute to the international symposium in Seoul re Forest landscape Restoration in Asia.
- ❖ Continue the *Knowing Your Landscape* seminar and workshop series.
- ❖ Contribute to Land conservation in Massachusetts, USA
- ❖ Contribute to the Wallace Conference in CATIE, Costa Rica planned by the end of May 2023.
- ❖ Contribute to the workshop for strategic planning of the Agroforesta platform (Latin America)



Doris Mutta

Focal Point within Steering Committee, IUCN
Senior Programme Officer
African Forest Forum

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

Publications

1. Kedir, M.K., Onchieku, M.J., Ntalikwa J.S., **Mutta D.** (2022) *Developing circular economy in Eastern Africa through liquid biofuels: cases of Ethiopia, Kenya and Tanzania*. AFF Working Paper. African Forest Forum, Nairobi. <https://afforum.org/publication/developing-circular-economy-in-eastern-africa-through-liquid-biofuels-cases-of-ethiopia-kenya-and-tanzania/>
2. Roos A, **Mutta D**, Larwanou M, Wekesa C; Kowero G. Operations and improvement needs in the informal charcoal sector: a participatory value stream analysis. *International Forestry Review*, Vol. 23 (3), 2021, 351

Conference and workshop presentations:

1. *The contribution of forests and tree-based landscapes to poverty alleviation in Africa: An Assessment* by **Doris Mutta**, African Forest Forum (AFF) at the Side Event organised by at the XV World Forestry Congress on 2-5 May 2022 in Seoul, Korea organised by AFF, NGARA, REFACOF and TFCG based on the publication Miller D. C., D. N. Mutta, S. Mansourian, D. Devkota, and C. Wildburger, 2021 Editors. Forests, trees and poverty alleviation in Africa: An expanded policy brief. IUFRO, Vienna.
2. *Overview of Africa's forests: richness, importance and management challenges: The case of Kenya: forestry and youth* by **Doris Mutta**, African Forest Forum (AFF) at the Youth workshop on promoting involvement of young people in sustainable forestry and livelihoods held on 07-09 November 2022, Voi, Taita Taveta County, Kenya, organised by AFF and KEFRI

Field research missions:

1. AFF-SLU FORMAS project *Impact of Covid-19 pandemic on sustainable livelihoods, forests, and conservation in Africa*. Field research conducted in coastal Kenya to investigate African low-income households' use of forests and forest products to cope with income losses due to Covid-19 pandemic and how the use may influence forests and natural resources.



Dr. Himlal Baral (Group lead)
CIFOR – ICRAF,
Lead CEM – Forest Ecosystem SG

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

1. 24 peer reviewed papers related to landscape restoration, planted forests, biomass energy.
 - 1) Shin, S., Park, M. S., Lee, H., & **Baral, H.** (2022). The structure and pattern of global partnerships in the REDD+ mechanism. *Forest Policy and Economics*, 135, 102640.
 - 2) Paudel, S.; **Baral, H.**; Rojario, A.; Bhatta, K.P.; Artati, Y. Agroforestry: Opportunities and Challenges in Timor-Leste. *Forests* 2022, 13, 41.
 - 3) Ojha, H., Paudel, N. S., Timsina, J., Chaudhary, S., & Baral, H. (2022). Ecosystems Services from Community Forestry: Prospects and Challenges for Improving Local Livelihoods in Nepal. 337–356.

More details available

at: <https://scholar.google.com/citations?user=mEYBwmQAAAAJ&hl=en>

1. 6 Blogs/ Forest new articles
2. 4 international seminars and conferences
3. 5 invited talks
4. Attended World Forestry Congress in Seoul where I co-launched SI on agroforestry with Dr Misun Park, Launched book on *Bioenergy and Landscape Restoration*
5. Organized a webinar on '*Intact forests: safeguarding planetary processes*' by Prof. Peter R Hobson and Dr. Robin Sears on 8th September 2022 over Zoom platform.

Planned activities for 2023 that contributes to the CEM- Forest Ecosystem Group

1. Contribute to the planned event by Dr Chaturvedi, i.e., international workshop on '*Long-term observation of forest ecosystems*' at BITS Pilani, KK Birla Goa Campus in May 2023
2. Contribute to the international symposium in Seoul re Forest landscape Restoration in Asia.



Dr. Rajiv Kumar Chaturvedi (Group co-lead)

BITS Pilani, Goa, India

Co-lead CEM – Forest Ecosystem SG

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

Scientific Papers:

1. Edrisi SA, Dubey PK, **Chaturvedi RK**, Abhilash PC (2022) Bioenergy crop production potential and carbon mitigation from marginal and degraded lands of India, *Renewable Energy* 192, 300-312
2. **Chaturvedi RK**, K Jose, BVR Shruthi, Kariya K P, Garg A (2022) Suitability Assessment and Carbon Mitigation Potential of Plantations on India's Railway land, *Anthropocene Science* 1 (1), 145-163
3. **Chaturvedi RK**, Strapsson A, Garg A (2022) Forests, Trees and Agroforestry: Their Roles in India's Sustainable Development and Climate Action, *Indian Forester*, Vol 148, I 5, B 539-E 541

Workshops and invited talks

1. Organized a webinar on '*Intact forests: safeguarding planetary processes*' by Prof. Peter R Hobson and Dr. Robin Sears on 8th September 2022 over Zoom platform.
2. Public Lecture titled "How India can expand forest and tree cover to meet its Sustainable Development (SDGs) and Climate Goals" on 22nd June 2022, Organized by the Pune Knowledge Cluster (PKC) of the Office of the Principal Scientific Advisor to Govt. of India. The public Lecture Recording is available here: <https://www.youtube.com/watch?v=Re-H9EhMo68>
3. Panelist on the I-Connect event (Industry Connect events) to celebrate Azadi ka Amrut Mahotsav (AKAM) titled "Greenhouse gas emission inventory, control and its mitigation" on Monday 18th July 2022. CSIR along with DST, DBT and MoES organized this event. The video of the panel discussion and the whole event is available here: https://www.youtube.com/watch?v=E9Bohj_PXP4; https://www.facebook.com/i-Connect75-106939485356169/?ref=pages_you_manage
4. Delivered a training lecture titled "Mapping of Climate Change Hotspots in Indian Forests" on 11th Feb, 2022, as part of the course "National Training Program on Audit of Forestry and Biodiversity issues with focus on use of recent techniques"

hosted by International Centre for Environment Audit and Sustainable Development (iCED), which is established by the Comptroller and Auditor General (CAG) of India (Training Schedule available here: <http://iced.cag.gov.in/wpcontent/uploads/2122c18Final%20course%20schedule.pdf>)

Planned activities for 2023 that contributes to the CEM- Forest Ecosystem Group

We intend to conduct an international workshop on '*Long-term observation of forest ecosystems*' at BITS Pilani, KK Birla Goa Campus in May 2023



Dr. Robin Sears

Associate, CIFOR-ICRAF

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

1. Co-prepared and co-presented webinar on '*Intact forests: safeguarding planetary processes*' by Prof. Peter R Hobson and Dr. Robin Sears on 8th September 2022 over Zoom platform
2. Co-prepared a concept note on a paper on the topic of '*Intact forests: safeguarding planetary processes*' by Prof. Peter R Hobson and Dr. Robin Sears on 8th September 2022 over Zoom platform
3. Conceived and launched a seminar and workshop series *Knowing Your Landscape*, designed to inform local forestland owners about forest stewardship techniques and options, including topics on forest carbon, invasives management, wildlife management

Planned activities for 2023 that contributes to the CEM- Forest Ecosystem Group

1. Continue the *Knowing Your Landscape* seminar and workshop series.
2. Contribute to the planned event by Dr Chaturvedi, the international workshop on '*Long-term observation of forest ecosystems*' at BITS Pilani, KK Birla Goa Campus in May 2023
3. Prepare the manuscript on '*Intact forests: safeguarding planetary processes*' with Prof. Peter R Hobson.
4. Land conservation in Massachusetts, USA



Arlene López Sampson

Agroforestry Specialist-Researcher, CATIE
Costa Rica

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

1. Ngo Bieng, M.A., Delgado-Rodríguez, D., Vilchez-Mendoza, S., **López-Sampson, A.**, García, E., Sepúlveda, N., Somarriba, E., 2022. Tree diversity in a tropical agricultural-forest mosaic landscape in Honduras. Scientific Reports 12. doi:10.1038/s41598-022-21280-7
2. Péroches, A., Baral, H., Chesnes, M.; **López-Sampson, A.**, Lescuyer, G. 2022. Suitability of large-scale tree plantation models in Africa, Asia and Latin America for forest landscape restoration objectives. Bois et Forest des tropiques. DOI: 10.19182/bft2022.351.a36870
3. Contribution to the FTA Highlight No.8 – Biomass, Bioenergy and Biomaterials

Events and workshops:

1. Participation in the V World Agroforestry Congress with two talks and organization of a side event of the Agroforestata platform.
2. Participation in a side event organized by FTA in the World Forest Congress in Seoul
3. Participation in the workshop about foresight within FTA partnership
4. Advisor of Master degrees students

Planned activities for 2023 that contributes to the CEM- Forest Ecosystem Group

1. Contribute to the Wallace Conference in CATIE, Costa Rica planned by the end of May 2023.
2. Contribute to the workshop for strategic planning of the Agroforestata platform (Latin America)
3. Advisor Master degree students



Dr. Mi Sun Park

Seoul National University, Korea

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

Publications

1. **Park, M. S.**, Baral, H., & Shin, S. (2022). Systematic Approach to Agroforestry Policies and Practices in Asia. *Forests*, 13(5), 635.
2. Kim, O. S., Václavík, T., **Park, M. S.**, & Neubert, M. (2022). Understanding the Intensity of Land-Use and Land-Cover Changes in the Context of Postcolonial and Socialist Transformation in Kaesong, North Korea. *Land*, 11(3), 357.
3. Shin, S., **Park, M.S.**, Lee, H., Baral, H. (2022) The Structure and Pattern of Global Partnerships in the REDD+ Mechanism. *Forest Policy and Economics*, 135, 102640.
4. **Park, M. S.**, Lee, H., 2022. An operational transition pathway to a forest-based bioeconomy: lessons from the wild-simulated ginseng industry. In Smith-Hall, C., Chamberlain, J. (Eds.), *The bioeconomy and non-timber forest products*, Routledge, 131-147.
5. Park, M. S., Baral, H. (2022). Systematic Approach to Agroforestry Policies and Practices in Asia. *Forests*, MDPI <https://www.mdpi.com/books/book/6443> (Special Issue)

Conference and workshop presentations:

1. XV World Forestry Congress in Seoul
2. Organizing Side Event “Systematic Approach to Agroforestry Policies and Practices in Asia” co-hosted by Seoul National University and CIFOR-ICRAF (May 2, 2022)
3. Organizing Side Event “A framework to expedite transition to bioeconomy with non-timber forest products” (May 4, 2022)



Dr Joyce Mnyazi Jefwa

National Museum of Kenya

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

Publications

1. S. Michael, **J. Joyce**, O. Joseph. (2022). Critical Analysis and Evaluation of Groundnut Value Chain for Revamping Its Production for Global Food Security. 10.1007/978-3-030-93258-9_3.



Prof. Peter R Hobson

Professor Biodiversity Conservation & sustainability
Co-Director Centre for Ecomics &
Ecosystem Management Writtle University College

Main activities in 2022 that contributes to the CEM-Forest Ecosystem Group

Publications

1. Otero, I., Farrell, K. N., Pueyo, S., Kallis, G., Kehoe, L., Haberl, H., Plutzer, C., **Hobson, P.**, García-Márquez, J., Rodríguez-Labajos, B., Martin, J. L., Erb, K. H., Schindler, S., Nielsen, J., Skorin, T., Settele, J., Essl, F., Gómez-Baggethun, E., Brotons, L., ... Pe'er, G. (2020). Biodiversity policy beyond economic growth. *Conservation Letters*, 13(4), 1–18. <https://doi.org/10.1111/conl.12713>

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Holarctic Steppes Specialist Group

Group lead: Viktoria Wagner

Group co-lead: Karsten Wesche

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- (1) Submitted text and photos for new group website as part of the general IUCN website renewal (update currently in process)
- (2) Contributed to the IPBES Invasive Species Report (chapter: temperate grasslands), to be released in fall 2023
- (3) Launched a Twitter account for the group: @iucn_steppes
- (4) Had a remote meeting to discuss next steps
- (5) Conference organization/participations:
 - Asian Grassland Conference (AGC), April 19-21 (remote), organized by the EDGG, IAVS, Mongolian University, and Chinese universities with the support of a number of European countries and a scientific committee of experts from different countries.
 - Biological Diversity of Asian Steppes, April 14, 2022 (Kostanay, Kazakhstan), organized by the Kostanay Regional University, Pedagogical Institute, Science-Research Center for Problems of Ecology and Biology
 - International Forum "Steppe Eurasia - sustainable development", September 27-30, 2022. (Rostov-on-Don, Russia). organized by the Government of the Rostov Region, RAS, Russian Geographical Society and University
 - Attended the Celebration of 30 years of Takhi reintroduction in Mongolia
<https://savethewildhorse.org/en/30th-anniversary-of-the-reintroduction-of-wild-horses/>
- (6) Publications:
 - Bragina, T.M (2021) "The composition and structure of communities of soil invertebrates (macrofauna) of the Naurzum Reserve" (the part of the UNESCO World Heritage Site "Saryarka - Steppes and Lakes of Northern Kazakhstan). Kostanay: LLP "Polygraphy Kostanay" 188 pp. ISBN 978-601-7640-54-5 Monograph.
 - Tóth, Á., Deák, B., Tóth, K., Kiss, R., Lukács, K., Rádai, Z., Godó, L., Borza, S., Kelemen, A., Migléc, T., Bátori, Z., Novák, T.J., Valkó, O. (2022): Vertical distribution of soil seed bank and the ecological importance of deeply buried seeds in alkaline grasslands. PeerJ 10: e13226 doi: 10.7717/peerj.13226

- Valkó, O., Borza, S., Godó, L., Végvári, Z., Deák, B.: Eurasian crane (*Grus grus*) as ecosystem engineer in grasslands – conservation values, ecosystem services and disservices related to a large iconic bird species. *Land Degradation and Development* 33: 2155-2165. doi: 10.1002/ldr.4314

- Zapisocki, Z., de Assis Murillo, R., Wagner, V. (2022) Non-native plant invasions in prairie grasslands of Alberta, Canada. *Rangeland Ecology and Management* 83: 20-30.

Describe the planned activities for your region/group/task force for 2023

(1) Continued public outreach through social media

(2) Disseminate expert knowledge through conference participation and scientific publications

(3) Joint outreach and networking initiatives with groups within and outside IUCN CEM on topics relevant to Holarctic Steppes

Report from CEM regions, groups, task forces for 2022

Name of your region/group: CEM - Human Health and Ecosystem Management

Group lead: Paula Ribeiro Prist

Group co-lead: Renata Muylaert

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Appointment of the new chair and co-chair in September 2022
- Creation of a new work plan
- Establishment of monthly meetings with the human health group
- Initiatives to increase the participation of new members
- Data analysis for the IGNITE project
- Definition of priorities for the next three years
- Writing, finalization and submission of the manuscript about forest restoration and zoonotic diseases to Journal of Applied Ecology

Describe the planned activities for your region/group/task force for 2023

Monthly meetings (starting January) - always at the middle of the month - and at the same time (4 or 5 pm NY time) - Always the second Thursday of the month, at 4pm (NY Time).

Definitions of three main goals which we will start in 2023

1. Creation of education communication products aiming to show the links between environmental degradation and human health and how to avoid spillover risk. The idea is the creation of short educational videos and one-page folders to be used across the world.
2. In 2023 we will start to prepare the activity planned to 2024, which will understand the links between eco-anxiety and contact with nature. For this we will organize a webinar in the middle of 2023 about this topic, write a concept note and understand funding opportunities.
3. In 2023 we will start our long-term goal, which is a scientific paper aiming to understand the links between the red list of ecosystems and human health. Develop an indicator that capitalizes the Red List of Ecosystems and connects with human health in order to create an ecosystem level indicator to measure the risk of zoonotic diseases.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Impact Mitigation and Ecological Compensation

Group lead: Martine Maron

Group co-lead: Amrei von Hase and Fabien Quétier

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- Developed the Portuguese translations for our set of explainer videos, now available online: [Videos - IUCN Commission on Ecosystem Management Thematic Group \(impactmitigation.org\)](#)
- Ran a series of webinars featuring a diversity of speakers on topics including
 - Implementation of habitat banking: a South American perspective
 - Process for designing and implementing biodiversity net gain
 - CEM Dialogue: Nature Positive, what it is and how to do it? (hosted by CEM)
 - Biodiversity conservation in Madagascar: Do no net loss commitments help?
- Supported a very active working group on Nature Positive, led by Mark Johnston, which held three workshops and developed a draft White Paper on Nature Positive, presented at the Jeju Leaders forum and CoP15
- Provided expert input to the IUCN's Nature Positive Working Paper
- Leaders joined the advisory group of Verra's Nature Framework Advisory Group
- Shared 4 x newsletters with the group including workplan progress updates, links to events and scientific papers

Describe the planned activities for your region/group/task force for 2023

- Continue to host 3-4 webinars per year, provide newsletters, and provide expert input as needed
- Finalise, with IMEC expert input, a set of freely-accessible training materials covering best-practice guidance on the impact mitigation and the mitigation hierarchy
- Finalise the working group's paper on Nature Positive, harmonized with IUCN activities in this space
- Ramp up the activities of two new working groups on Cumulative Impacts, and on Implementation and Financing.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Mexico, Central America and the Caribbean

Group lead: Rocío Córdoba

Group co-lead: Oswaldo Flores

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Podcast on prioritized themes (organized by the YPN in the region)

The podcasts will represent a space dedicated to sharing the experience of the YPN in their different fields of expertise, their story in environmental sciences and the scholarships (or funding) that boosted their professional growth, in order to inspire future generations to achieve its potential.

In November 2022, the first Podcast was recorded. It was on the launch of the IUCN: "*Governance for ecosystem-based adaptation*" book where Rocío Córdoba-Muñoz (CEM regional coordinator) is co-author. One of the main messages was to highlight biodiversity and ecosystem services as an essential issue for adaptation to climate change. The podcast will be launched early 2023. The YPN is coordinating closely with Mariana Rivera IUCN CEM executive officer for this release.

Participation of the CEM YPN in the Celebration of the Day of Protected and Conserved Areas in Latin America.

Thanks to the invitation of the coordinator of the initiative of the Celebration of the day of protected and conserved areas as well as the recommendation of Dr. Bernal Herrera, on August 17, 2022; CEM in our region participated in a training module addressing how NbS can become important conservation elements in protected areas.

Publication link: https://fb.watch/g_hLqKvfs8/

Training Module link: <https://youtu.be/OhLmLuvvVQM>

YPN

Two work sessions of the YPN were held. During these sessions the way of working for the recording of podcasts and participation in events of interest to the Commission were decided. These sessions, in addition to increasing the cohesion among the members of the network, will encourage greater appropriation of YPN members of the CEM themes as well as to influence on the products and activities priorities of the Commission in the region.

In August 2022, Dariana Avila participated in the Program "*Perspectives of climate governance and local responses to climate change in Central America*", a seminar organized by the Honduran Alumni Association from Germany (AHEXA). Her presentation title was: "Climate governance with an indigenous population approach".

In September 22 and 23, 2022, Dariana Avila participated in the "*V University Research Conference on Climate Change*", which main theme was NbS for *Climate Change*. She presented the theme "*Ecosystem Management from the perspective of the indigenous and peasant population in Honduras*". Dr. Emmanuelle Cohen-Shacham, PhD IUCN CEM Nature-based Solutions Thematic

Group Lead also participated. The presentation can be found in: <https://www.iama.upv.es/catclima/documentacion/#IV-B5>.

Participation of the CEM President for the region in the Scientific Advisory Committee (Project: “Altiplano Resiliente”, ORMACC, Guatemala.

The CEM President for the region participated in two meetings of the Scientific Advisory Committee of the Project: “Altiplano Resiliente” (Guatemala). The first one was virtual on the 21 July 2022 and the second was in person on 22 September 2022 in Guatemala City, Guatemala. This Committee is formed by members of Academia, Guatemala Government, Research Institutions, and NGO on forestry and indigenous people among others. The project is funded by Green Climate Fund and Koica (2021-2025). The objective of the project is: *reduce the impact of climate change on the hydrological cycle of the target basins to increase the resilience of the ecosystem and the population to climate change.*

The components of the project are:

- Climate-smart integrated watershed management adapted to the local context of the Altiplano.
- Community-led watershed management systems promoted through grants.
- Delivery of climate information to farmers and other stakeholders for integrated watershed management to improve agricultural practices and programs and water use

Among other recommendations, during the meeting the CEM president proposed to start a potential process of gathering information based on IUCN’s NbS Standard. The idea is to apply the Standards in some of the 24 prioritized watersheds of the project in order to (eventually) include this information as part of the case study compilation that CEM is doing. Other recommendations were on integrated watershed management, communities’ participation and watershed and climate change governance arrangements strengthening, mainly at local level.

Describe the planned activities for your region/group/task force for 2023

- Development of at least 2 more podcasts for the region (SbN, LRE, other)
- Development of at least 2 webinars: Encourage technical groups leaders to share their expertise and challenges on the specific themes with the YPN in order to encourage young professional to join the work of the technical groups
- Strengthen the YPN with new members
- Attending the third meeting of the Project “Altiplano Resiliente” Technical Advisory Committee (Guatemala).
- Organize a potential presentation on the “New catalogue of Earth’s ecosystems” with the corresponding theme leader

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Mountain Ecosystem Specialist Group

Group lead: Dr Omer Aijazi

Group co-lead: Sejuti Basu

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

- Continuous dissemination of our publication “Critical Approaches to Gender in Mountain Ecosystems” released in November 2021:
 - A webinar for CEM on the publication held in January 2022
 - A webinar co-organized by the Inter-Parliamentary Union and the *Adaptation at Altitude* programme of the Swiss Agency for Development and Cooperation (SDC) in December 2022, titled “Women move mountains in adapting to climate change”.
- Authored and submitted a book chapter on environmental sovereignty in the mountains of Kashmir for an edited volume. Chapter has been accepted and is in production.
- Completed peer-review and revisions of our compendium “What Can Communities Teach Us? Indigenous and Local Knowledge for Mountains” and submitted for IUCN Editorial Board for signoff

Describe the planned activities for your region/group/task force for 2023

- Continuous dissemination of our publication “Critical Approaches to Gender in Mountain Ecosystems”:
 - Accepted invitation to speak in March in a virtual workshop organized by UNEP Vienna titled “Bridging the gender gap in rural mountainous regions”
- See “What Can Communities Teach Us?” to publication. The designer is in place, and we have a production work plan ready. We hope to release the publication towards the end of summer 2023. This is, of course, pending approval from the IUCN Editorial Board.
- Organize a launch for the publication, likely in the form of a CEM webinar.
- Finalize CEESP led report titled “People and Nature on the Move: Human and Wildlife Migrations at the Intersection of Environmental Change and Conflict,” in which the Chair has written a section on displacement in mountains.

- Organize and begin the development of our next knowledge product on migration and displacement in mountains. We are debating whether it will be worth it to develop this as an edited volume for a trade press (such as Routledge or Earthscan) as opposed to an IUCN publication.

Report from CEM regions, groups, task forces for 2022 (Nov 30, 2022)

Name of your region/group: IUCN CEM NbS TG

Group lead: Emmanuelle Cohen-Shacham

Group co-lead: Edna Cabecinha

Summary: The IUCN CEM NbS TG has contributed to further developing and improving the knowledge base on NbS, their integration in planning and policy, and their implementation on the ground, in particular through the development of the Global Standard for NbS. This was done through: 1. the **collection of NbS case-studies** around the globe, and analysing how they **implement the NbS Global Standard**; 2. supporting the **International Standard Committee**; 3. a number of **NbS related publications** that were co-authored or reviewed; 4. the organisation and participation of the team in a number of **scientific and policy events**, all related to NbS; 5. **impacting the scientific community**, through the supervision of several M.Sc students, or by being part of the advisory board in large international research projects; 6. by **establishing a core group of NbS TG members**, that will work on different activities that are relevant to CEM mandate and the NbS TG objectives.

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

1. Compilation of NbS case-studies within the CEM community - from different regions, ecosystem types and addressing different challenges - that were assessed with the Global Standard, identify any possible trend, and collect lessons learned from the users, to help improve the NbS Global Standard.

For this purpose, a **questionnaire was carefully designed** and **two workshops** were undertaken with most participants, to clarify the methods used, in addition to several one-on-one discussions, and reviews of materials, to finalise the assessment of each case-study. Among the 40 case-studies that were submitted, 25 were selected to be used in a publication. All case-studies description and assessment according to the Self-Assessment tool, were submitted. They will now finalise the format to be used in the CEM publication on **“NbS implementation around the globe”**. The analyses are being finalised these days and the publication’s contents is currently being drafted.

2. Supporting the International Standard Committee and the **ISC Chair.** After the team was officially launched in Glasgow late 2021, the ISC team met remotely in October 2022, to decide on the next steps. During that meeting, the preliminary findings of the NbS case-studies collection were presented to the ISC members. The findings of that study will help the ISC prioritise future activities, and will support the review of the Global Standard for NbS.

3. The following article was published: Donatti C, Andrade A, Cohen-Shacham E, Fedele G, Hou-Jones X, Robyn B. 2022. Ensuring that nature-based solutions for climate mitigation address multiple global challenges. *One Earth* 5: 493-504.

In addition, some publications were peer reviewed: a) the [IUCN publication on Aquaculture and Nature-based Solutions](#) (published early 2022); b) the IUCN publication on **NbS case-studies in China** (*in review*); c) “Enhancing Ambition for Climate Change Mitigation. Guidance for corporate use of nature-based solutions to meet net-zero targets”; d) Standards of Practice for Ecosystem Restoration.

The inputs of the NbS TG help provide a strong NbS perspective and strengthen the knowledge base on NbS in other areas.

4. Events: The team organised and participated in a number of **scientific and policy oriented workshops and conferences**, all related to NbS. All was remote participation.

a) **II Conference on the Study and Protection of the Environment**, Presentation on IUCN work on NbS, at the University of Trás-os-Montes and Alto Douro, Vila Real, Portugal, March 2022.

b) **CEM Dialogues** on NbS in mountain ecosystems. Presentation of IUCN’s work on NbS. Feb. 2022.

c) **ESIC’s - Environmental Sustainability and International Cooperation seminars**, Italy. May 2022. Presentation of the Global Standard for NbS.

d) **NbS Conference**. July 2022. Emmanuelle was part of the conference’s Steering Committee.

e) **Ecosystem Approach Conference**. Presentation on NbS in the context of the Ecosystem Approach. Windsor, Canada, August 2022.

f) **V University Research Conference on Climate Change Valencia**. Spain, Sept. 2022. Two presentations: on the NbS historical context and the NbS conceptual/operational framework; on projects implementing the NbS Global Standard).

g) Organised and moderated the **United Nations Science Summit - Workshop on NbS in Latin America**. Included a presentation of IUCN’s work on NbS, 4 NbS case-studies, moderated discussion. Collaborated with Angela Andrade & 4 experts from the case-studies project. NYC, Sept. 2022.

h) **Ecumene 2022 - workshop on NbS**. “Defining and implementing Nature-based Solutions”. Moscow, Russia.

Moscow, Russia. Sept 2022. Remote participation.

i) **Ecosystem Services Partnership Conference - Workshop on NbS and ES** (with 12 presentations and several projects implementing the IUCN NbS frameworks for different purposes). Heraklion, Greece, October 2022. *In person (no CEM support)*.

5. Academic influence: impacting the scientific community, through advance courses, the supervision of several M.Sc students, or by being part of the advisory board in international research projects;

- **Erasmus Mundus Joint Master in Applied Ecohydrology (MAEH) supported by UNESCO Ecohydrology Programme** - Advance course in River restoration, Presentation on NbS in the context of EA, Eco-DRR, restoration, for 22 students from 18 countries. University of Algarve, Faro, Portugal, November 2022. *In person (no CEM support)*.

- **M.Sc supervision: José Teixeira (UTAD)** (“Linking Nature-based Solutions to Ecosystem Services: a challenging approach to face climate change”, defended);

Mónica Patrícia Pinto (UTAD) (“Nature-based Solutions to address Climate Change and Sustainability Challenges in Green Cities: The Case Study of Cavalum River Penafiel, Portugal, submitted); **Maikel Berg** (Delft) (“Application of the IUCN Global Standard for Nature-based Solutions to river restoration projects”, defense in Dec.)

- **Research projects:** a) **Advisory Board of MERLIN project;** b) **Expert Panel of the “Nature-based Solutions from Theory to Practice: Comparing France and the US”.**

6. Establishment of core group for NbS TG, which will work on different activities that are relevant to CEM mandate and the NbS TG objectives. We had two meetings with about 20 people that were interested to contribute.

Describe the planned activities for your region/group/task force for 2023

1. **Publish** CEM publication on “**NbS implementation around the globe**”.

2. Publications:

Peer-reviewed publications: a) Finalise the paper on retrospective on NbS development; b) Prepare paper on the scientific basis for developing the NbS Global Standard, with first lessons learned; Prepare paper on the links and complementarities between Protected Areas and NbS.

3. Support the **International Standard Committee** and Angela in her role of Chair of ISC.

4. Further develop the **knowledge base on NbS**, through different activities. For example:

- Explore and possibly differentiate the boundaries between NbS and carbon offsetting;
- Clarify the link between NbS and other concepts, such as: Ecosystem Approach, Protected Areas; OECMs, Ecosystem Services, Natural Climate Solutions;
- Exploring undesired effects in NbS planning (*e.g.* how wildlife can contribute (and sometimes detract from) to NbS, and what this means for management/implementation.
- Highlighting and better understanding the contribution of Indigenous/Traditional Knowledge in NbS

5. Further develop and improve practical tools, especially the **NbS Global Standard**, through different activities. For example:

- Focus on specific aspects of the Global Standard, such as refining the indicators,
- Developing shorter guidelines for implementing NbS Standard;
- Linking between the Green Standard and NbS Standards, seeking to develop synergies where appropriate;
- Support the **revision of the NbS Standard**.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: North Africa

Group lead: Somaya Ghoraba

Group co-lead:

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Since my appointment in July 2022:

- The regional chair has attended the African Protected Area Congress APAC and made a presentation at the IUCN Red List of Ecosystems (RLE) pavilion entitled "Assessing the conservation status of Burullus Protected Area in Egypt"
- Accepted the membership of Three new members have joined the region.
- New paper has been developed lead by David Keith leader of the RLE group and currently under review in the journal Conservation Biology.

Describe the planned activities for your region/group/task force for 2023

For the next year, a working plan has been drafted and under discussion with the focal point, the plan includes:

- Organizing webinars and online workshops targeting North Africa (NA) members and focusing on RLE, NBS, ecosystem governance and other CEM themes.
- Improving collaboration with the regional Mediterranean office and its NA program by developing programs for the Red List of Ecosystems and developing workshops and training programs for members of the region.
- Strengthen collaboration between CEM and other commissions that have solid work in NA e.g., WCPA through the green list, EAGL, and OECMs .

Report from CEM regions, groups, task forces for 2022

Name of your region/group: CEM North America & Caribbean Region

Regional Chair: Brock Blevins, bblevins37@gmail.com

Regional Co-Chair: Salima Medouar, salmalsun22@gmail.com

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

<p>2022: Connected with thematic, specialist and regional groups to help coordinate and promote activities for a wider capture as well as find synergies between groups planned activities such as the Young Professional Network</p>
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<p>Increased membership (From 139 to 170 members)</p>

<p>Secured a virtual platform (CEM Zoom) for quarterly/periodic meetings/webinars. These meetings will focus on CEM activities for members and potential members to share information on regional plans and provide a platform for thematic and specialist groups to present on specific topics of interest to the region</p>

<p>Disseminated a CEM North America & Caribbean Regional Survey 2022 asking for points of interest to regional members (CEM priority areas, thematic groups, etc) to better refine the topics presented in the webinars.</p>
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<p>Represented and presented on the CEM at the IUCN US National Committee annual meeting (November 1-2, 2022)</p>

<p>Joined the Canadian Committee of IUCN to find alignment between our activities for the region of North America & Caribbean as well as for young professionals.</p>

Describe the planned activities for your region/group/task force for 2023
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2023: Formulating a Regional Chairs Forum to meet periodically to discuss common activities and best practices

January 2023: First quarterly regional webinar on topics of highest interest based upon 2022 survey

Continue to encourage membership (e.g. targeting focal point personnel from appropriate IUCN Member Institutions in the North America & Caribbean Region and through other thematic and specialist groups)

Disseminate quarterly newsletters to the region promoting CEM activities and methods to contribute to CEM priority areas

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Oceania Regional Committee

Group lead: Shane Orchard

Group co-lead: Toni Hay

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

The major achievement for the year was the establishment of the CEM Oceania Regional Committee (ORC). The development was a natural progression from the previous CEM Oceania Networking Group (CEMONG) which had been meeting informally for several years prior after being established and led by Pete Smith in Australia. Over that time the group membership had remained largely the same around the key activities of networking between CEM members in different countries and establishing a webinar series. Formalisation of committee was put forward as a mean to grow membership of the group as a regional entity. With Pete Smith stepping down and taking up a role in the CEM Steering Committee the ORC was initially chaired by Guy Williams prior to a wider nominations process early this year that resulted in the appointment of Shane Orchard and Tony Hay and Chair and Co-Chair, respectively, and Hamish Clarke becoming the CEM National Focal Point for Australia. The establishment of a Co-Chair role had previously been identified as a desirable component of the ORC structure so this was an excellent outcome that also assists with increasing the representation of indigenous peoples within the ORC (another key objective).

Over the remainder of 2022 the key activities have included:

- establishing a regular meeting schedule
- producing a work plan for the remainder of the intersessional period.
- establishing a joint membership strategy with the Oceania Regional Office with a focus on promoting membership of the commission in the region and improving opportunities for the involvement of youth and indigenous peoples.
- formulating a proposed Pacific Ecosystem Knowledge Exchange initiative and making an initial approach to the Australian Government for potential interest.

Describe the planned activities for your region/group/task force for 2023

Initial priorities:

- Develop a joint membership strategy with the Oceania Regional Office with a focus on promoting membership of the commission in the region and improving opportunities for the involvement of youth and indigenous peoples [underway]
- Approach the Australian Government for potential interest in establishing a Pacific Knowledge Exchange Network as a joint project with Oceania CEM [initial approach made, awaiting response].
- Explore the expansion of National Focal Points (NFPs) in the region and potential coordination role that ORC could play, for example by convening meetings to support collaboration between NFPs and country-level initiatives they are aware of. Growing a network of NFPs in the regional is also an objective for the promotion of CEM-related communications in the region including the identification of opportunities for upscaling and exchange of ideas [currently in planning stage].

Medium term:

- Develop an engagement project based on non-technical case studies aligned with core CEM work programmes (e.g., NbS) as a means to connect with existing and new potential members in the region. Develop a compendium of case studies as a tangible output that highlights the work of CEM members, related projects, and their achievements, challenges and needs.
- Revise CEM Oceania webinar series based on outcomes of the above to include potential for the webinar programme to support the case study project through addressing hot topics or contributing outreach and information exchange.

Throughout intersessional period:

- Engage with regional CEM members around the above projects, working where possible through the NFCs, Secretariat contact points within Thematic and Specialist Groups.
- Improve engagement with, and opportunities for indigenous peoples' participation in the work of CEM.
- Explore means to directly assist with the implementation of CEM-aligned projects, such as through funding or the provision of technical advice.

Report from CEM regions, groups, task forces for 2023

Name of your region/group: Rewilding Thematic Group

Group leads: Steve Carver & Ian Convery

Group co-lead: Zoltan Kun

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events)

- Initiatives were made to increase new members for RTG (core membership is now 15, with representation across Europe, China, North & South America.
- Routledge Rewilding Handbook published Dec 2022
- Zoltan Kun attended COP15 to represent RTG
- Ian on advisory board for Scottish Government Rural and Environmental Statistics and Analysis Services (RESAS) 'The socio-economic impacts of 'green' land investment in rural Scotland' project. Ian & Steve advising re Scottish Govt definition of rewilding.
- UN University discussions re rewilding (Ian, Steve, Rene & Sally)
- Sally, Ian & Rene convened a rewilding symposium at the International Association for Society and Natural Resources Conference, San Jose, Costa Rica
- Zoltan, Ian & Steve continue to liaise with RWG – agreement to work collaboratively on rewilding guidelines. Zoltan RTG rep for RWG.
- Collaborative work with Rewilding Britain (Steve with colleagues) on ecological connectivity
- Collaborative work with Wild Europe, FZS, IUCN France, etc. (Steve, Zoltan)
- IGNITE work (Rene, Steve & Ian)
-

Describe the planned activities for your region/group/task force for 2023

- Rewilding Handbook launch to coincide with World Rewilding Day, 20th March 2023, RTG podcast series to follow and highlight book themes
- Complete coms plan and audience/engagement mapping – develop RTG website
- To collaborate and co-author with Rewilding Working Group (cross-commission) on rewilding principles and guidelines
- Engagement with the COP15 30x30 process (Zoltan & EU link via Wild Europe)
- Ian to attend SER 2023 in Darwin and discuss rewilding at natural capital symposium
- Rewilding Case Study special issue of Frontiers in Conservation Science – edited by RTG team (Sally, Steve, Ian & Rene)

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Red List of Ecosystems thematic group

Group lead: David Keith

Group co-lead: Emily Nicholson

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Publication: Global Ecosystem Typology

An article on the IUCN Global Ecosystem Typology was published in *Nature* in October (<https://www.nature.com/articles/s41586-022-05318-4>). The article and its accompanying supplementary material describes the conceptual basis of the typology, presents v2.1 of the classification with full descriptions, reviews strengths and weaknesses of the current typology and available mapping, and describes current and potential future applications. It was the culmination of a large international collaboration of ecosystem scientists led by Prof David Keith at the University of NSW (Australia) and an extensive review process. A related contribution led by Dr Nick Murray (James Cook University, Australia) shows how global inventories of ground observations can be assembled to support ecosystem mapping and monitoring into the future, with examples of coastal ecosystems (<https://www.mdpi.com/2072-4292/14/22/5766>).

Policy applications: Red list of Ecosystems as a headline indicator in the Kunming-Montreal Global Biodiversity Framework

The Red List Index of Ecosystems (RLIE) was included in the monitoring framework for the Kunming-Montreal Global Biodiversity Framework of the UN Convention on Biological Diversity, agreed at the Conference of Parties (COP15) in December 2022. The framework includes a suite of headline, component and complementary indicators to track progress against agreed goals and targets. The RLIE measures the average risk of ecosystem collapse of a group of ecosystems and how those change over time based on genuine change in the risk category of each ecosystem and is relevant to Goal A, Targets 2, 3 and 7 of the draft framework. Metadata for the RLIE is available on the Indicators website hosted by the UN Environment Programme – World Conservation Monitoring Centre (<https://www.post-2020indicators.org/>).

Workshop: Biodiversity Indicators for the CBD

Deakin University hosted an international workshop in September to discuss options for ecosystem-level biodiversity indicators. Participants reviewed an extensive range of potential indicators and assessed their suitability and readiness for application nationally and globally with regard to the CBD post-2020 framework.

Dr Andrew Skowno (South African National Biodiversity Institute) shares experience on the engagement with the scientific community in the development of the South African ecosystem monitoring and reporting framework.



African Protected Areas Congress

The CEM steering committee meeting was held back to back with the inaugural African Protected Areas Congress (APAC). David Keith and Jose Ferrer attended both meetings and organised a APAC symposium titled 'IUCN Red List of Ecosystems in Africa, supporting policy, practice and planning'. The session included perspectives on how RLE is informing protection and management of a RAMSAR wetland in Egypt (Somaya Ghoraba), a Biosphere reserve in Senegal, identification of areas in need of protection in Mozambique (Kendall Jones), management and expansion of protected areas in South Africa (Ané Oosthuizen) and the management of risks to coral reefs in the Western Indian Ocean (David Obura). A manuscript expanding on issues discussed at the symposium is currently in review.

Strategic planning

Emily Nicholson, David Keith and Angela Andrade from the RLE Steering Committee met with Stewart Maginnis, Richard Jenkins, Jane Smart and Marcos Valderrabano from IUCN Secretariat in Cambridge in October. The meeting focussed on planning the next stages of the RLE program, including ecosystem mapping, global and national assessments, capacity building and operations including the RLE database and website. The programmatic approach will help target fundraising activities to identified priorities aligned with the Global Biodiversity Framework.

Ecosystem Accounting

In November, Emily Nicholson and David Keith presented two online seminars with Q&A sessions on the RLE and Global Ecosystem Typology to the United Nations System for Environmental Economic Accounts – Ecosystem Accounts Technical Committee. Nick Murray and David Keith presented to an online workshop on Advancing Earth Observation for Ecosystem Accounting 2022 organised by the European Space Agency during November 28 December 1.

Describe the planned activities for your region/group/task force for 2023

Implementation of the RLE Strategic Plan and fundraising

At our strategic planning meeting in Oct 2022, we developed a set of priorities for fundraising and action to support the improvement of data for the Global Ecosystem Typology, global and national Red List of Ecosystem assessment, and investment in our capacity to support national and local implementation. Raising resources to support this agenda will be a priority through early 2023.

Recovery potential of ecosystems – Green Status of Ecosystems

A joint CEM-SSC task force was established in July 2022 to develop and trial a Green Status protocol for ecosystems, building on the Standard recently adopted for species. The joint task force is being led by Dr Jessica Walsh, based at Monash University. The development of key principles for the standard will be a of 2023.

Collaboration with UN Statistics Division on ecosystem accounting

Emily Nicholson, David Keith and others in the RLE team continue to work with the UNSD in developing consistent approaches and data sources to support RLE and ecosystem accounting, and investment in the Global Ecosystem Typology. This includes working directly with the United Nations System for Environmental Economic Accounts – Ecosystem Accounts Technical Committee.

Regional RLE assessments

A number of regional-scale Red List of Ecosystems projects are underway, which will remain a focus of 2023.

- An RLE assessment of tropical Andes alpine ecosystems, led by Dr Gwendolyn Peyre at the University of University of Los Andes, Colombia. The assessment will focus on paramo and associated ecosystems across five countries in the region with a project team drawn from CEM membership.
- An RLE assessment of Australian alpine ecosystems is nearing completion. Led by Jessica Rowland and Chloe Sato at Deakin University (Australia), the project draws on data and expertise contributed by the Australia alpine research community and government conservation agencies.
- An RLE assessment of the ice-free ecosystems of Antarctica is progressing, with a systematic ecosystem typology and map in the final stages of proofing and soon to be submitted for publication in a scientific journal. The project is being led by Aniko Tóth from the University of NSW (Australia) with support from the Australian Antarctic Division.
- An RLE assessment of rainforests in southeastern mainland Australia is underway and well advanced. The project is lead by Mark Tozer and David Keith at the University of NSW (Australia), with support from the Australian Department of Climate Change, Environment and Water. It was initiated in the wake of major bushfires in 2019-20 and is contributing to the statutory listing process to improve protection of threatened rainforest ecosystems across the region.

- A global RLE assessment of tropical glacier ecosystems is being led by Dr Jose Ferrer at the University of NSW (Australia). Initial work has focussed on development of an ecosystem typology and assembly of relevant time series data.

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Social-Ecological Resilience & Transformation

Group lead: Dorian Fougères

Group co-lead: Manuela Ruiz Reyes

Submitted 30 November, 2022

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)
<ol style="list-style-type: none">1. Participation survey and subsequent collaborative identification of 8 projects2. Design and hosting of two webinars on the use of decentralized technologies (eg, blockchain) in conservation3. Design and hosting of South America-based, Spanish-speaking webinar to critique and clarify the relevance of resilience and transformation concepts for the region4. Development of a resilience framework that emphasizes the practical aspects of change including governance, and solicitation of initial case studies5. Design and hosting of a joint webinar with the Young Professionals Network to share basic concepts around resilience/transformation and encourage cross-membership between both groups6. For the purpose of knowledge exchange, posted to the Portal and provided brief reviews (via google listserv) of 31 relevant academic articles
Describe the planned activities for your region/group/task force for 2023
<ol style="list-style-type: none">1. Participation survey to advance network mapping project (proposed in 2022), solicit new projects, identify capacity needs, and identify key regional in-person events2. For resilience framework, solicitation of main round of case studies, followed by review, revisions, and editing3. Possible presentation of resilience framework at Transformations Community conference in July in Sydney4. Map the SERT network to promote knowledge-exchange and possible collaborations5. Possible additional South America-based, Spanish-speaking webinar examining concepts and questions not covered in the first (e.g., governance, highly degraded ecosystems), ideally as a CEM Dialogues webinar6. Possible decentralized technologies portfolio that provides short cases (1-2 pages) of leading conservation projects (eg, species conservation, soil restoration, supply chain certification)7. Completion of blog post(s) on rewilding in Cornwall8. Continued compiling of critiques of nature-based solutions in preparation for the second version of the IUCN Global Standard

Report from CEM regions, groups, task forces for 2022

Name of your region/group: South America

Group lead: Doris Cordero

Group co-lead: Gwendolyn Peyre

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

Participation in the 58th Annual Congress of the Association for Tropical Biology and Conservation (ATBC), held in Cartagena, Colombia from July 10-14, with a presentation about the Red List of Ecosystems in Latin America. The presentation focused on presenting the tool itself, the progress made by the countries of the region, and its usefulness for decision making in relation to the implementation of protected areas, identification of priority areas for conservation, areas for ecological restoration, etc. General information on CEM was also provided during the presentation, which attracted the attention of young professionals participating in the congress.

On November 10, **SERT and CEM Regional Coordination for South America held the webinar Socio-Ecological Systems Perspectives and Resilience from South America** to identify and analyze social-ecological systems, resilience and transformation regional visions, allowing to discuss their applicability and usefulness as concepts that provide solutions to the multiple crises - climate, biodiversity loss, human vulnerability, among others - that we face as a society. All webinar speakers were members of CEM thematic group that also belong to the region.

The speakers offered examples of how socio-ecological resilience and transformation concepts are put into practice in the region. The webinar was meant to serve as a translation and conversation for Spanish speakers, highly useful for students in these fields and young professionals who are interested in using these concepts to think through regional dynamics and ecosystem management. The webinar was very appreciated by Spanish speakers members from Latin America.

On December 1st, **CEM Young Professional Network** approved two regional representatives for CEM South America to promote CEM initiatives involving early-career professionals and targeting young audiences.

A core group of 6 CEM Latin American researchers agreed to oversee the Red List of Ecosystems for the Andean páramo. The project was initiated in March 2022 and a proposal for funding was submitted to the Critical Ecosystem Partnership Fund 2022 call in April (unfortunately unsuccessful). The project resumed in July and reached its first milestone (25% project completion) in December 2022.

Describe the planned activities for your region/group/task force for 2023

- 1) Along with SERT co-lead we are planning to host another webinar during 2023 to follow up the discussion about resilience and socio-ecological systems from a regional perspective.
- 2) The Red List of Ecosystems for the Andean páramo will be expected to reach its 50% and 75% milestones, tentatively in July and December 2023. We will look for further funding opportunities to support this initiative.
- 3) A joint workshop will be jointly organized between CEM-South America and the Center for Sustainable Development Goals in South America. The University of the Andes has agreed to host the workshop for this joint event.
- 4) Along with the YPN, CEM-South America will prepare a proposal for divulgation of conservation outcomes, which will be submitted to National Geographic in 2023

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Sustainable Use and Management of Ecosystems (SUME)

Thematic group

Group lead: Adrian Lombard

Group co-lead: Keiya Nakajima

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

- 1) The major project for the Group is the development of the interactive multilingual portal: www.naturalliance.org. This is now available in 41 languages and has 52 national and regional sites. The sites now have a “forum” associated with them that allows for discussion. These forums are being developed to promote discussion and cooperation in regional and national groups. Group Special Liaison, Julian Meuhle has been invaluable in his work in coordinating and developing support for this, under direction of Prof R Kenward. Tutorials have been developed to assist site managers and translators to manage the sites. A workshop was held to assist translators and site managers in conjunction with the conference held in Abu Dhabi in September 2022.
- 2) The Group has worked with the IUCN Secretariat and the International Association for Falconry and the Conservation of Birds of Prey (IAF) to establish an MoU which was signed by both parties and announced at the joint conference in Abu Dhabi. CEM-SUME will be the contact point with IAF in terms of the MoU which envisages collaboration on raptor conservation.
- 3) In the spirit of the MoU a Joint 3-day Conference was organized in Abu Dhabi by IAF. The conference was titled: “The significance of indigenous people and local communities in linking Intangible Cultural Heritage and Wildlife Conservation”. The SUME Lead introduced the meeting, which was then addressed by HE Razan al Mubarak, IUCN President. The meeting included presentations from IAF representatives including translators and SUME/IAF Portal management (covering www.perdixnet.org, www.sakernet.org and www.falconet.org) and also from representatives of UNESCO Convention on Intangible Cultural Heritage NGO Forum. SUME Special Advisor, Prof R Kenward presented a paper: Multilingual networking beyond falconry, wider even than the environment.
- 4) CEM-SUME is one of 5 collaborating partners in the CMS/UNEP Raptors MoU and is a member of the Saker Task Force. This Group has been active in holding a series of meetings this year to plot the further implementation of the Saker Global Action Plan and establishing an Adaptive Management Plan for saker falcon conservation. This work is currently ongoing.
- 5) In response to a request for information and advice by the IUCN GCC, SUME has prepared a document examining the use of wild raptors in falconry and clarifying whether these fit with the objectives of the IUCN: “The Use of Wild raptors for the Purposes of Falconry”

Describe the planned activities for your region/group/task force for 2023

Plans for next year involve the ongoing development of our interactive multilingual portals. Potential exists for very significant development, but this is entirely dependent on the sourcing of funding:

- 1) www.perdixnet.org There is the potential to develop a mapping facility which would enable land-managers to manage agricultural land to the benefit of small game animals and, hence, significantly increasing biodiversity on the land. This would be promoted by sustainable users with vested interests.
- 2) www.sakernet.org There is potential for this portal to be developed to manage population estimates and ultimately legal sustainable use of the saker falcon through traceable marking and recording of birds. This development is dependent on the availability of funding and the will to manage sustainable use of the species.

A Joint CEM-SUME/IAF conference is in planning for 2023. Current plans are to hold this conference in the Western Cape, based on Cape Town, and the conference will examine ways to engage falconers in conservation. There will be some emphasis on developing capacity in African falconers and on ecosystem/raptor concerns.

The role of IPLC in promoting conservation of ecosystems through sustainable use will remain a significant focus for the Group in the coming year.

Report from CEM regions, groups, task forces for 2023

Name of your region/group: Western Europe

Group leads: Ian Convery

Group co-lead: TBC

Highlight the main activities your group developed in 2022 (e.g.scientific papers, workshops, events) – from August onwards
<ul style="list-style-type: none">• Understanding the role! <i>Thanks Liette, Jonny & Angela</i>• Membership survey (pdf summary attached), limited response so will recirculate link in early 2023• Explore networking platforms, e.g. LinkedIn, IUCN Engage
Describe the planned activities for your region/group/task force for 2023
<ul style="list-style-type: none">• Analyze CEM membership survey results and develop ‘outreach/engagement’ activities accordingly - complete coms plan and audience/engagement (<i>partly completed</i>)• Establish a LinkedIn CEM WE Group (<i>completed</i>)• Establish dialogue with ‘like-minded’ organisations, e.g. IASNR. <i>Giving CEM presentation and discussions at Berlin IASNR meeting in March - links with European chapter of IASNR</i> (potential to grow CEM membership, as previously discussed with Angela & Liette)• Establish Regional Support Group (Liaise with IUCN Europe/CEM)• Scope CEM European University network – links to point below re YPN• YPN in W Europe. Could we embed this within the university sector –suggest pilot study in 1-2 HEIs? <i>Discussing with Michelle Kimeu IUCN Commissions Support Unit</i>• Discuss potential for a regional chair network/forum with Liette via portfolio meeting• ‘Valuing Nature edited collection – drawn largely from CEM work/collaborators (to include NbS, Natural Capital, Life Framework of Values, etc., see recent rewilding book from RTG as example. <i>Angela, Liette, Jonny – what is your view on this?</i>• Explore ENGAGE platform for membership <i>discussing with Emma Handley IUCN Membership Support Unit</i>• Develop webinar series ‘CEM European Dialogues’ – run pilot in spring 2023, evaluate and plan for Autumn 2023 monthly/bi-monthly webinar. Sessions already include: wolves in Europe, green finance, public health and lead poisoning, The Natural Capital Laboratory, Developing an Integrated forestry policy for Europe. Could also link with CEM Dialogues – add webinars to CEM YouTube channel?

Report from CEM regions, groups, task forces for 2022

Name of your region/group: Young Professional Network

Group lead: Salima Medouar

Group co-lead: Vacant TBD

Highlight the main activities your group developed in 2022 (e.g. scientific papers, workshops, events)

2022: Attended the Steering Committee meeting in Kigali, Rwanda where the priorities and planned activities of the YPN were discussed. Barriers to YP involvement and representation were also reviewed with thematic leads and chairs in attendance which helped build a stronger relationship for further support on the YPN activities. I also advocated for YPs to be further connected with programs of the IUCN Academy as this is one of our planned activities.

Encouraged young professionals in attendance at the African Protected Areas Conference in Kigali, Rwanda to join IUCN-CEM YPN which resulted in additional members and connections.

Invited Regional Chairs to nominate a YP representative to form a core group. The following regional YP representative positions have been confirmed but several remain vacant for various reasons (some of the chairs were recently appointed or vacant, low engagement and response):

- Hewan Demise Degu and Boaz Loya for Southern and East Africa (2)
- Gwendolyn Peyre and David Torres for South America (2)
- Oindrilla Basu and Jagdish and Bina Ghimire for South Asia (3)

The group is planning to meet the first week of December to begin coordinating work regionally and identify our interests for greater engagement.

Describe the planned activities for your region/group/task force for 2023

2023: Align efforts to encourage greater engagement with the YPN with other organizations in IUCN like the IUCN-Canadian Committee Young Professionals group and other more internationally connected groups with the help of our YPN core group.

Send an IUCN-CEM wide email to YPNs to join the core group and promote this through other more engaging channels to encourage volunteers.

Further enhance the use of CEM YPN blog and social media to connect CEM Young Professionals

Develop a YPN schedule where events, webinars and sessions of interest can be shared with the members more readily.

Organize youth capacity building workshops – aligning with the efforts Brock and I are putting into the NA region with the quarterly regional webinars.

Encourage the connection of YPs to the IUCN Academy.

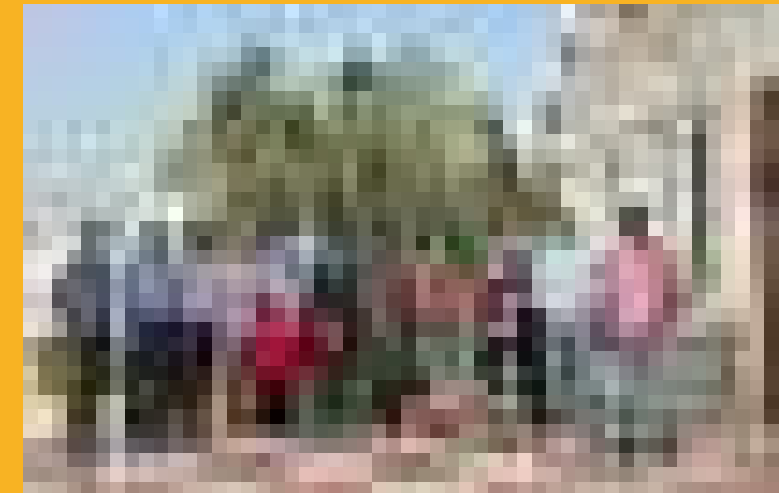
Leverage upcoming events like COP15 to participate in delivering young professional relevant sessions.



IUCN COMMISSION ON ECOSYSTEM MANAGEMENT

Angela Andrade
CEM Chair

MAIN RESULTS
2022



Mission

To develop and share expert guidance on ecosystem-based approaches to management and sustainable use of natural and modified ecosystems to achieve biodiversity conservation, address climate change impacts, contribute to human well-being and promote sustainable development.

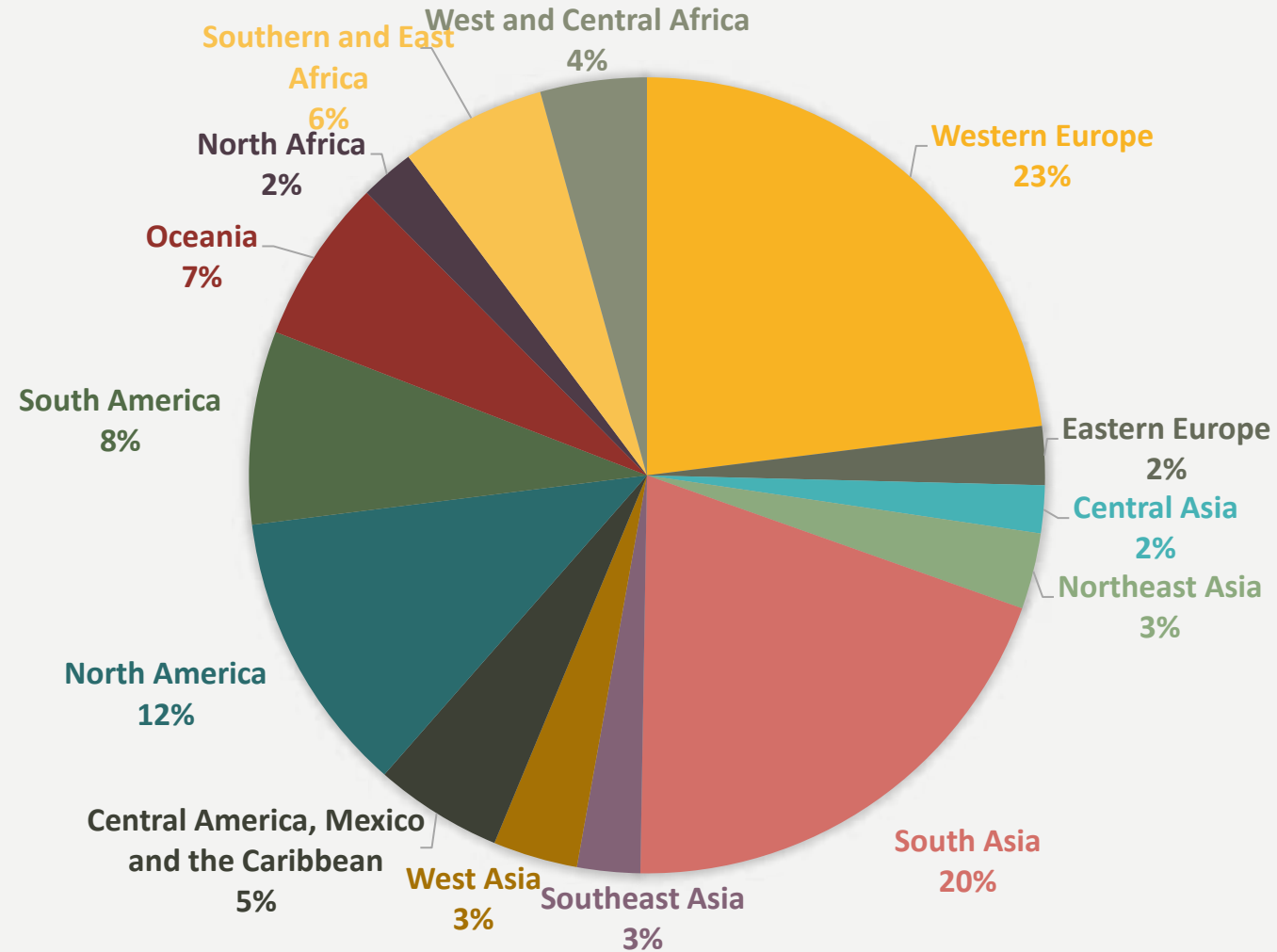
Objective

To promote the adoption and provide guidance for ecosystem-based approaches to the management of landscapes and seascapes and enhance the resilience of or transform ecosystems as deemed necessary to address global changes.

Our membership

+1,574 members worldwide

14 regions



CEM REGIONS

EUROPE

- ❖ Western Europe
- ❖ Eastern Europe

NORTH AMERICA

- ❖ USA and Canada

ASIA

- ❖ North East Asia
- ❖ South East Asia
- ❖ South Asia
- ❖ West Asia
- ❖ Central Asia

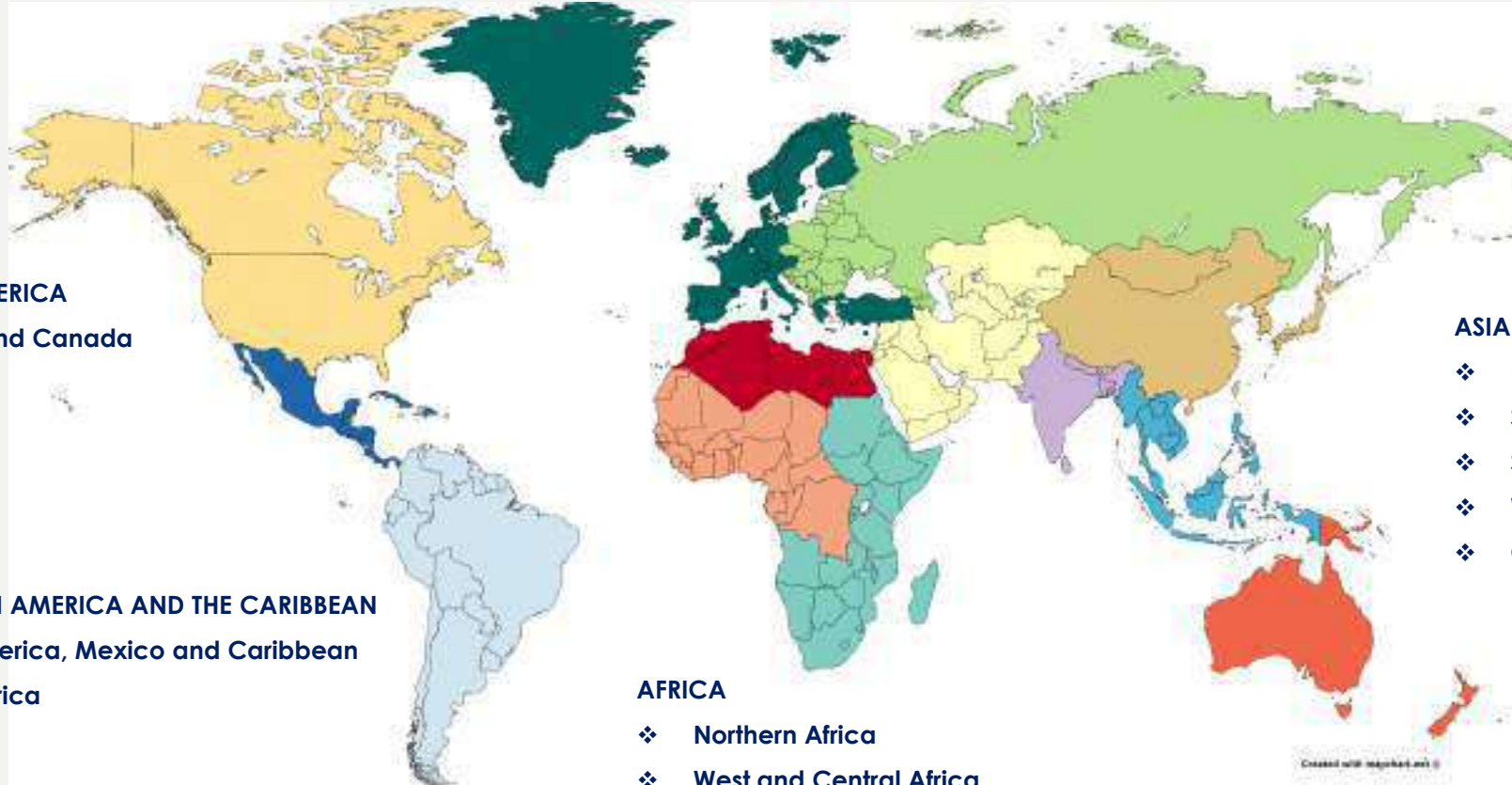
CENTRAL, SOUTH AMERICA AND THE CARIBBEAN

- ❖ Central America, Mexico and Caribbean
- ❖ South America

AFRICA

- ❖ Northern Africa
- ❖ West and Central Africa
- ❖ East and Southern Africa

OCEANIA



CEM TECHNICAL GROUPS

THEMATIC GROUPS

- Biosphere Reserves
- Climate Change & Biodiversity Policy and Practice
- Cultural Practices and E.M
- Eco-Disaster Risk Reduction
- Ecosystem Governance and E.M
- Ecosystem Restoration
- Ecosystem Services
- Human Health and E.M
- Impact Mitigation and Ecological Compensation
- Nature-based Solutions
- Red List of Ecosystems
- Rewilding
- Socio-Ecological Resilience & Transformation
- Sustainable Use and Ecosystem Management

YOUNG PROFESSIONAL NETWORK



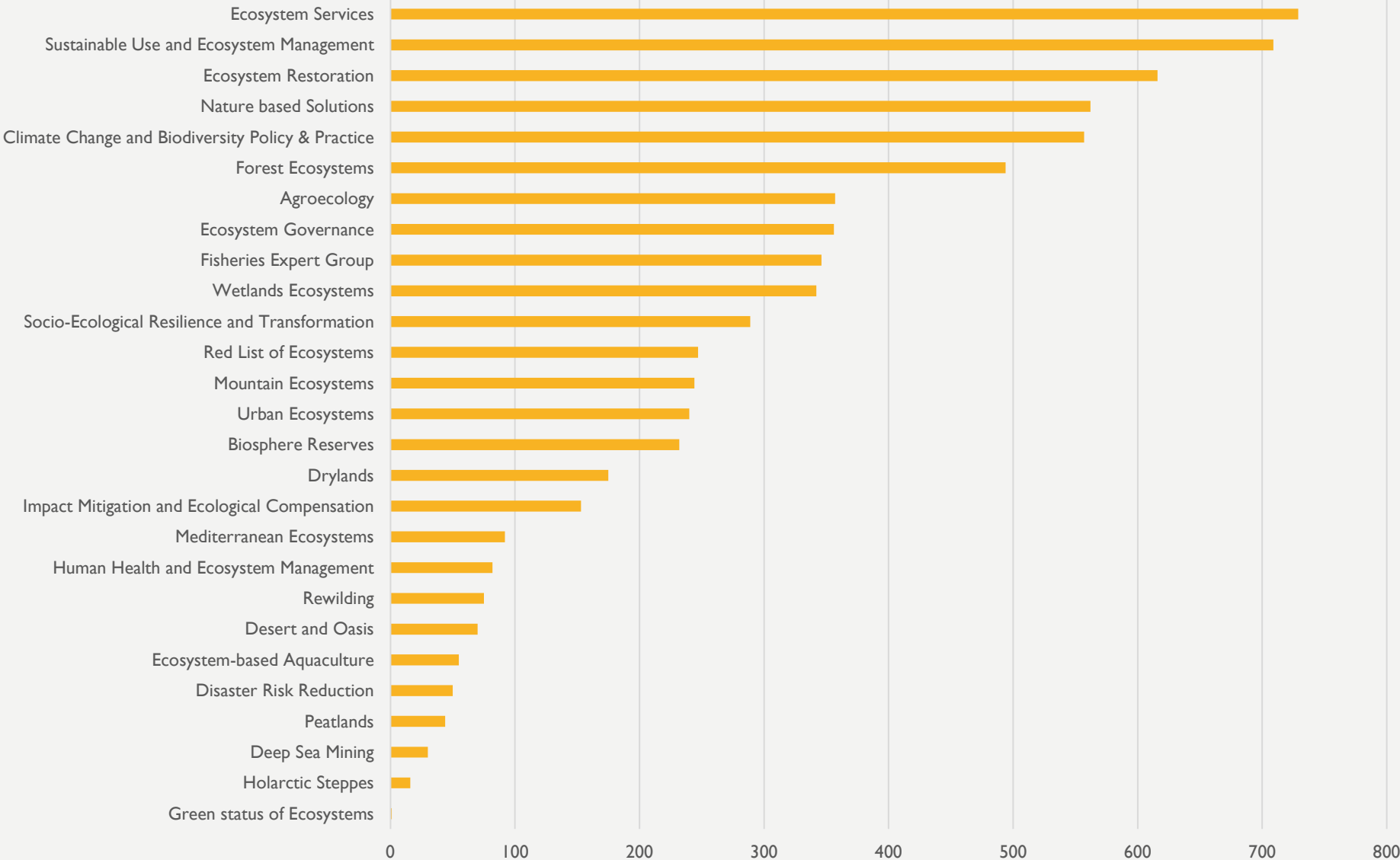
SPECIALIST GROUPS

- Agroecosystems
- Coastal and Marine
- Deep Sea Mining
- Drylands
- Forests
- Holarctic Steppes
- Islands
- Mountains
- Oasis and Deserts
- Peatlands
- Urban Ecosystems
- Wetlands

TASK FORCES

- Ecosystem-based aquaculture
- Fisheries Expert Group
- Green Status of Ecosystems
- Synthetic Biology
- Natural Capital (inter-commission TF)
- Ecological Integrity (inter-commission TF)

DISTRIBUTION OF MEMBERS IN TECHNICAL GROUPS



TECHNICAL GROUP LEADERS

THEMATIC GROUP	GROUP LEADER	GROUP CO-LEADER
Red list of Ecosystems	David Keith	Emily Nicholson
Nature based Solutions	Emmanuelle Cohen	Edna Cabecinha
Climate Change and Biodiversity Policy & Practice	Angela Andrade	Liette Vasseur
Social-Ecological Resilience & Transformation	Dorian Fougères	Manuela Ruiz
Ecosystem Services	Simone Maynard	Ruchi Badola
Ecosystem Governance	Tomas Zuklin	Carolina Del Lama Marques
Human Health and Ecosystem Management	Carlos Zambrana	Paula Prist
Ecosystem Restoration	Cara Nelson	Emanuela Weidlich
Rewilding	Ian Convery	Stephen Carver
Cultural Practices and Ecosystem Management	Pamela McElwee	Minna Hsu
Impact Mitigation and Ecological Compensation	Martine Maron	Amrei von Hase Fabien Quétier
Biosphere Reserves	Sara Burbi	Esperanza Arnes
Sustainable use and Ecosystem Management	Adrian Lombard	Keiya Nakajima
Disaster Risk Reduction	Fabrice Renaud	Simone Sandholz

SPECIALIST GROUP/ TASK FORCE	GROUP LEADER	GROUP CO-LEADER
Mountain Ecosystems SG	Omer Aijazi	Sejuti Basu
Wetland Ecosystems SG		
Forest Ecosystems SG	Himlal Baral	Rajiv Kumar
Drylands SG	Peter Laban	
Agroecology SG	PC Abhilash	Terry Dawson
Coastal and Marine Ecosystems SG	Ben Fitzpatrick	Athena Tzivanopolous
Holarctic Steppes	Viktoria Wagner	Karsten Wesche
Desert and Oasis SG		
Urban Ecosystems SG	Jennifer Rae	
Peatlands SG	Emma Goodyer	Jane Akerman
Mediterranean Ecosystems SG		
Deep Sea Mining SG	Pradeep Singh	Kerstin Kroger
Ecosystem-based Aquaculture SG	Dhinakarasamy Inbakandan	Imadeddin Albaba
Fisheries Expert Group TF	Ernesto Peñas	Jacopo Pasquero
Green Status of Ecosystems TF	Jessica Walsh	

REGIONAL CHAIRS

Region	Regional Chair	Co-Chair
North America	Brock Blevins	Salima Madouar
Meso America and the Caribbean	Rocio Cordoba	Oswaldo Flores
South America	Doris Cordero	Gwendolyn Peyre
West and Central Africa	Parfait Teto	
North Africa	Somaya Ghoroba	
Southern and East Africa	Joyce Jefwa	
South Asia	Deepu Sivadas	Sushila Nepali
Central Asia	Saima Siddiqui	Mahdi Kolah
Northeast Asia	Dong Shikui	Namue Lee
Southeast Asia	Siti Suriawati Binti Isa	Ronnakorn Triragaron
West Asia	Tamer Khafaga	Enas Abed Al_Aziz Al_Sarahneh
Oceania	Shane Orchard	Toni Hay
Eastern Europe	Alexandra Yakovleva	Vlacheslav Ivanov
Western Europe	Ian Convery	Steve Carver

CEM- Steering Committee

Liette Vasseur
Vice Chair for North
America
CEM Deputy Chair



Pete Smith
CEM Vice Chair for
Oceania



Stewart Maginnis
IUCN Deputy Director General for
Programmes & CEM focal point

Jonathan Hughes
CEM Vice Chair for
Europe



Shalini Dhyani
CEM Vice Chair for
Asia



Angela Andrade
CEM Chair



Bernal Herrera
CEM Vice Chair for Central,
South America and the Caribbean



Doris Mutta
CEM Vice Chair for
Africa



Mariana Rivera
CEM Executive Officer

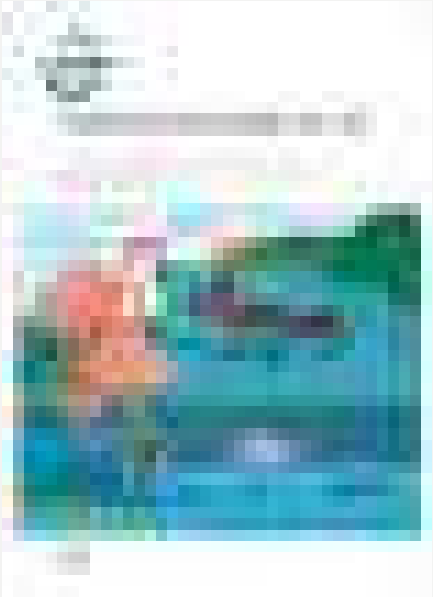


Main Highlights 2022

- +1,574 members
- 1 online steering committee meeting in person (Kigali)
- Metaverse virtual social event for all technical groups
- Publication on the Global Ecosystem Typology in *Nature Magazine*, Oct 2022
- RLE as a Headline Indicator of Goal A of the GBF and SEEA.
- (ISC) for the Nature-based Solutions Standard.
- NbS definition recognized by UNEA/ UNFCCC COP 27/ COP 15
- + 35 online webinars
- 4 in-person events at APAC
- +15 in-person events and trainings
- +150 publications

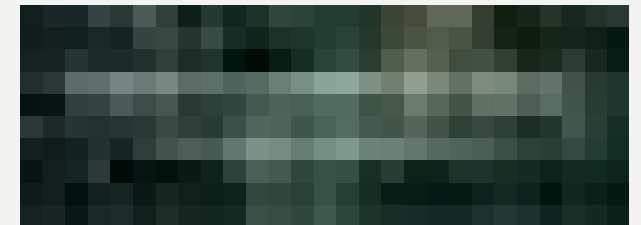


PUBLICATIONS



INTERNATIONAL EVENTS

- Nature-based Solutions Conference, Oxford University.
- “Bringing Nature into Decision Making”, Royal Society, London.
- Society for Ecological Restoration Europe Conference
- XV World Forestry Congress
- 4th Ecosystem Restoration Partnership
- COP 15: Montreal
- COP 27: Sharm
- IPBES9:Bonn
- APAC: Kigali



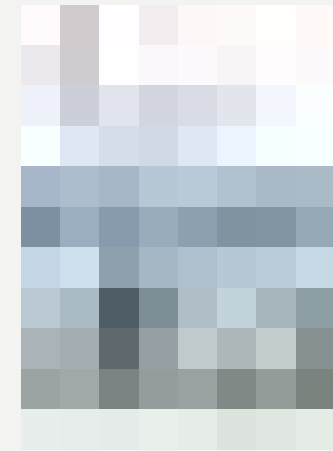
GROUP REPORTS

ECOSYSTEM RISK ASSESSMENT (RLE)

- Cambridge workshop: October 2022
- Mapping the Global Ecosystem Typology
- RLE database update
- Supporting CBD post-2020 framework
- RLE as Headline Indicator of Goal A of GBF
- Side meetings:
 - Biodiversity Indicators Partnership
 - Red List Unit
 - World Conservation Society
 - University College London
- Paper published in *Nature*, October 2022
- +100 publications on RLE
- +10 webinars and trainings



NATURE-BASED SOLUTIONS



Compilation of NbS case-studies

- II Conference on the Study and Protection of the Environment, Portugal, 03-2023
- CEM Dialogues on NbS in mountain ecosystems.
- ESIC's - Environmental Sustainability and International Cooperation seminars, Italy, 2022
- International Standard Committee of NbS Standard.
- Nature-based Solutions Conference, Oxford University. July, 2022.
- Ecosystem Approach Conference. Ohio State University August 2022.
- V University Research Conference on Climate Change Valencia. Spain, Sept. 2022.
- United Nations Science Summit - Workshop on NbS in Latin America.
- Ecumene 2022 - Defining and implementing Nature-based Solutions" workshop. Moscow, Russia.



CLIMATE CHANGE & BIODIVERSITY POLICY AND PRACTICE

- COP 27 delegation. Main activities focused on the promotion of the IUCN NbS Global Standard framework in the COP decision, and participation on the following events:
 - Nature based Guidelines for Net Zero
 - The Use of Nature of NbS to achieve Corporate Net-Zero Targets
 - The Future of NbS for Adaptation & Resilience
 - Expanding Ecosystems
 - Nature based Solutions Promote Synergy between Addressing Climate Change and Biodiversity
 - Voluntary Commitment and global collaboration on Climate Change and biodiversity synergies.



CLIMATE CHANGE & BIODIVERSITY POLICY AND PRACTICE

- COP15: The New Landscape of Systemic Risk and the Post-2020 Global Biodiversity Framework.
- Participation at the UN Ocean Conference, Lisbon
- Participation at the IPBES9, Bonn
- UNDRR-PEDRR-FEBA UN Hub event at COP 15: The NbS Standard was presented and the connections between NbS and ECODRR was discussed.
- Contributed to the IUCN publication on: Guidance on NbS and Corporate Climate Strategies.
- Contributed to the development of the linkages between SDGs and EbA with FEBA, published in 2022.



ECOSYSTEM RESTORATION

- 12 webinars on the third Friday of the month 2022.
- Leadership role on the Best Practices Task Force of the UN Decade on Ecosystem Restoration.
 1. 1 virtual Global Forum (series of 4 meetings)
 2. Workshop consultation at the World Forestry Congress, Korea.
 3. Workshop consultation at the Society for Ecological Restoration Europe Conference, Spain
 4. Session during Restoration Day at the Rio Conventions' Pavilion at the UN CBD COP15
- Presented a framework for unpacking ecosystem restoration to meet 30x30 targets in a symposium on the EU 2030 Biodiversity Conservation Strategy at the Society for Ecological Restoration Europe Conference in Spain
- Published a chapter on restoration and rewilding in the Rewilding Handbook
- Completed analysis and development of synthesis manuscript on ecosystem management and zoonotics (IGNITE Project), in collaboration



SOCIO-ECOLOGICAL RESILIENCE & TRANSFORMATION

- Design and hosting of two webinars on the use of decentralized technologies (eg, blockchain) in NbS and conservation.
- Design and hosting of South America-based, Spanish-speaking webinar to critique and clarify the relevance of resilience and transformation concepts for the region
- Development of a resilience framework that emphasizes the practical aspects of change including governance, and solicitation of initial case studies
- Design and hosting of a joint webinar with the Young Professionals Network to share basic concepts around resilience and encourage cross-membership between both



ECOSYSTEM GOVERNANCE

- Journal article 'Principles of ecosystem governance'
- Trainings:
- Short course on ecosystem governance was delivered at University of Oldenburg
- Screening of potential candidates for delivering ecosystem governance related curriculum
- Creating EGTG dedicated website: www.ecosystem-governance.org

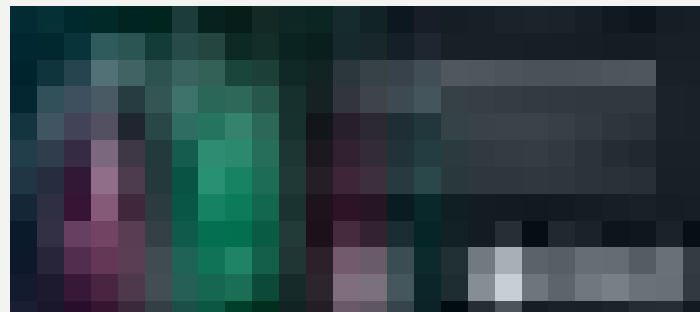
BIOSPHERE RESERVES

- Participation in the first IUCN Africa Protected Areas Congress (APAC), July 2022. The BRTG presented the talk titled: *Nature-based Solution: An implicit approach in Biosphere Reserves?*
- The group held several meetings with UNESCO officials, where there were commitments to collaborate in the organization of thematic seminars that could link topics of mutual interest, such as agroecology, local agro-food systems, etc.



CULTURAL PRACTICES

- Contribution to an Ecology and Society special issue on Cultural Ecosystem Services:
<https://ecologyandsociety.org/feature/147/>
- Co-hosted "Engaging Men and Boys to Address Gender-Based Violence in Coastal Biodiversity Management" webinar
- *Handbook of Cultural Ecosystem Services (CES)* is now under contract with Routledge, we will be soliciting actual chapters from CPEM members throughout 2023
- Helped to organize session at Nature Based Solutions Conference 2022 July 5-7 at Oxford, "Defining NbS: solutions for whom, by whom, and for what?"



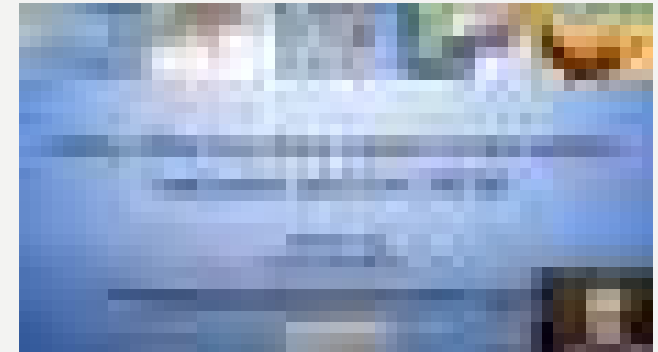
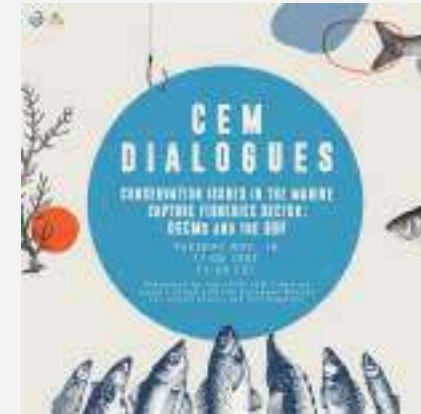
HUMAN HEALTH

- Data analysis for the IGNITE project
- Writing, finalization and submission of the manuscript about forest restoration and zoonotic diseases to Journal of Applied Ecology



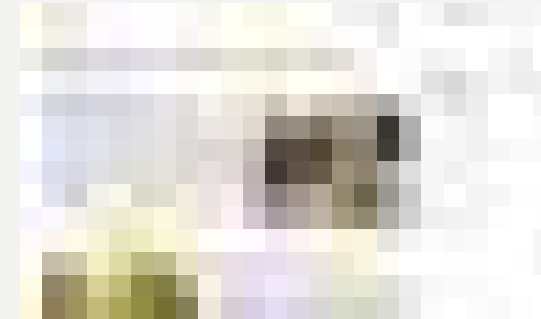
FISHERIES EXPERT GROUP

- Hosted a CEM Dialogue on Conservation issues in the marine capture fisheries sector: OECM's and the GBF
- Participated in the negotiations on the Post-2020 Global Biodiversity Framework of the UN Convention on Biological Diversity (CBD) during the 3rd Open Ended Working Group,
- At the UN Ocean Conference in Lisbon, CEM FEG Members participated actively during the discussions and provided inputs to the Political Declaration. FEG members also organized the side event *The Future of the Oceans: finding cooperative pathways towards 2030* in collaboration with the Government of Canada, the Government of Norway, the UN Convention on Biological Diversity, the Food and Agriculture Organization of the UN and the European Bureau for Conservation and Development.



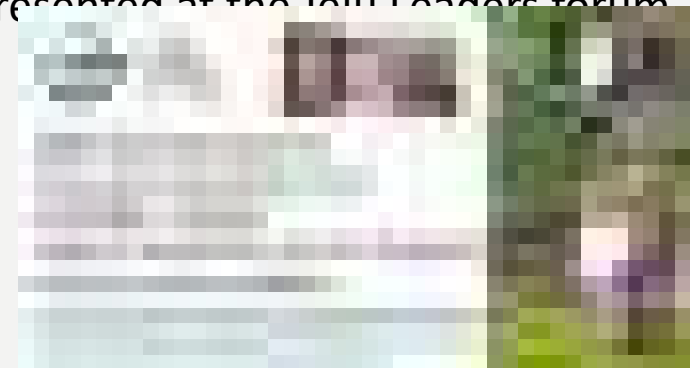
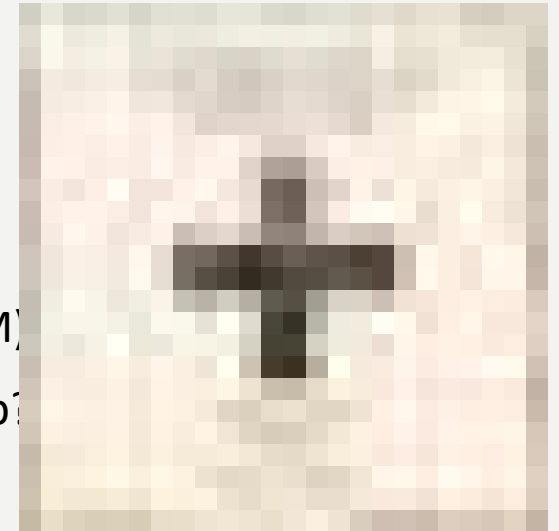
SUSTAINABLE USE AND ECOSYSTEM MANAGEMENT- SUME

- Development of the interactive multilingual portal: www.naturalliance.org available in 41 languages.
- Worked with the IUCN Secretariat and the International Association for Falconry and the Conservation of Birds of Prey (IAF) to establish an MoU which was signed by both parties and announced at the joint conference in Abu Dhabi.
- A 3-day Conference titled: “The significance of indigenous people and local communities in linking Intangible Cultural Heritage and Wildlife Conservation”.
- Hosting a series of meetings to plot the further implementation of the Saker Global Action Plan and establishing an Adaptive Management Plan for saker falcon conservation. This work is currently ongoing.



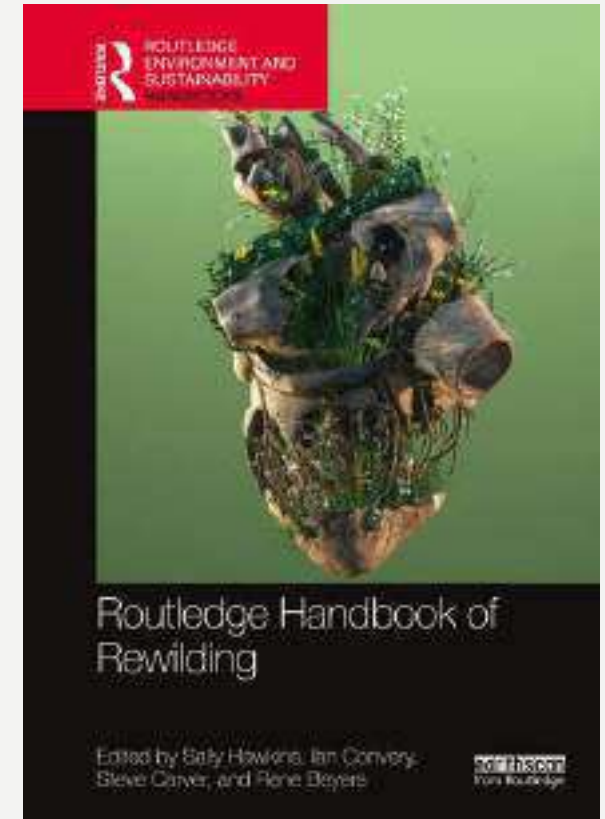
IMPACT MITIGATION AND ECOLOGICAL COMPENSATION

- Developed the Portuguese translations for our set of explainer videos, now available online (impactmitigation.org)
- Ran a series of webinars featuring a diversity of speakers on topics including
 - Implementation of habitat banking: a South American perspective
 - Process for designing and implementing biodiversity net gain
 - CEM Dialogue: Nature Positive, what it is and how to do it? (hosted by CEM)
 - Biodiversity conservation in Madagascar: Do no net loss commitments help?
- Supported a group on Nature Positive, which held three workshops and developed a draft White Paper on Nature Positive, presented at the Ijui Leaders forum and CoP15



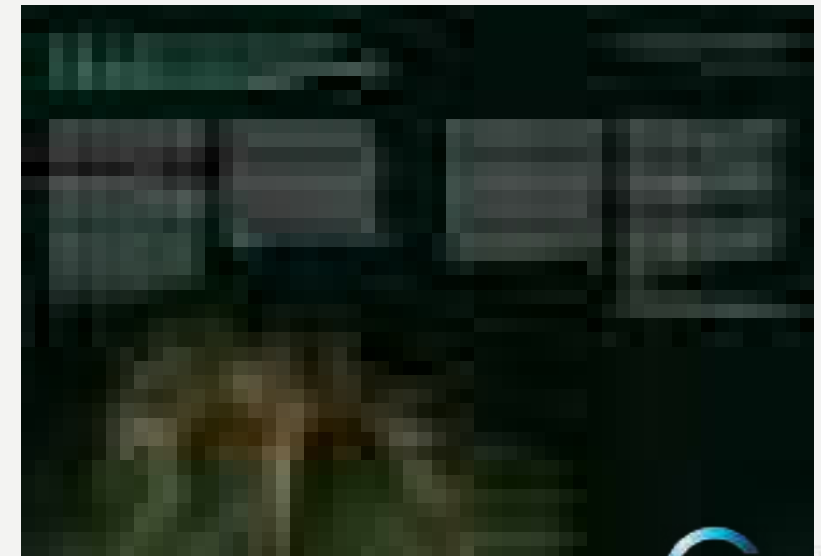
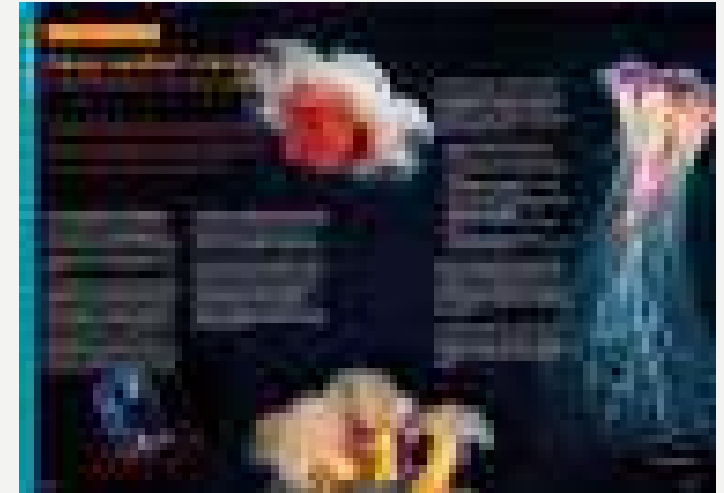
REWILDING

- Routledge Rewilding Handbook published, Dec 2022
- Ian Convery, TGL nominated on the advisory board for Scottish Government Rural and Environmental Statistics and Analysis Services (RESAS) 'The socio-economic impacts of 'green' land investment in rural Scotland' project. Ian & Steve advising re Scottish Govt definition of rewilding.
- Convened a rewilding symposium at the International Association for Society and Natural Resources Conference, San Jose, Costa Rica
- Collaborative work with Rewilding Britain (Steve with colleagues) on ecological connectivity
- Collaborative work with Wild Europe, FZS, IUCN France, etc.



DEEP SEA MINING

- Provided constant advice and support to the IUCN Secretariat (through the Global Marine and Polar Programme) on emerging issues relating to deep seabed mining and assisted with the organization of side events (e.g. at the UN Ocean Conference, Lisbon, June 2022 and meeting of the parties of the UN Convention on Biological Diversity, December 2022).
- Participated in and contributed towards the ongoing negotiations of the International Seabed Authority (July 2022 and October/November 2022) as part of the IUCN delegation.
- Participated in and contributed towards the UNFCCC Ocean and Climate Change Dialogue (June 2022) as part of the IUCN delegation.
- Contributed an article for the IUCN Marine News ([Issue 17, December 2022](#)) on deep seabed mining (see pages 34-35).



PEATLANDS

- Co-hosted the first thematic [Peatland Pavilion](#) at a [UNFCCC Climate Change Conference](#) (COP26).
- Continue to support the development of guidelines for voluntary finance mechanisms to unlock private finance for peatland restoration based on the learnings and expertise of the [Peatland Code](#).
- Financially supported the creation and launch of the [Global Peatlands Assessment](#), led by the GPI. This supports the call within IUCN [Resolution 46: Securing the Future for Global Peatlands-](#)
- Publication of a Demonstrating Success document and recent addendum which showcases the positive action which is being taken to create and successfully utilise peat-free growing media: <https://www.iucn-uk-peatlandprogramme.org/news/peat-free-horticulture-addendum-further-case-studies-released>

FORESTS

- 39 Peer reviewed papers in internal journal and book chapters
- 6 Blogs/articles
- 12 International seminars and conferences
- 9 Invited talks

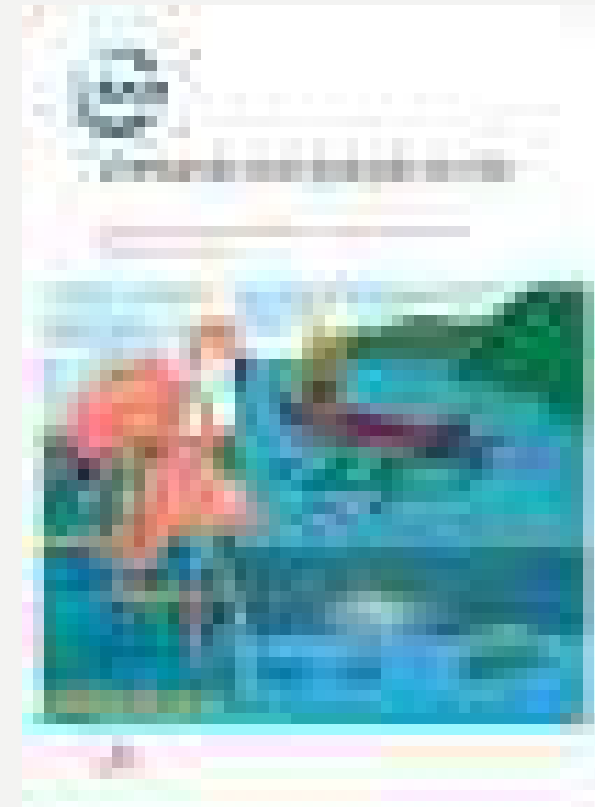


URBAN ECOSYSTEMS

- Prepared “Planning document for CEM’s Urban Ecosystems Thematic Group for the Intersessional Programme 2021-2025.”
- Conducted Kickoff Meeting for the newly formed Urban Ecosystems Thematic Group.

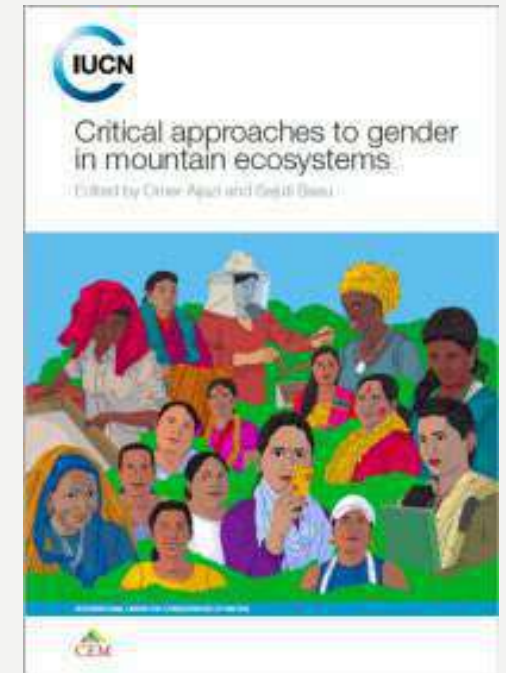
WETLANDS

- IUCN publication Wetlands and People at Risk
- Book launch at RAMSAR 14



MOUNTAIN ECOSYSTEMS

- Continuous dissemination of our publication “Critical Approaches to Gender in Mountain Ecosystems” released in November 2021:
 - A webinar for CEM on the publication held in January 2022
 - A webinar co-organized by the Inter-Parliamentary Union and the *Adaptation at Altitude* programme of the Swiss Agency for Development and Cooperation (SDC) in December 2022, titled “Women move mountains in adapting to climate change”.
- Authored and submitted a book chapter on environmental sovereignty in the mountains of Kashmir for an edited volume. Chapter has been accepted and is in production.
- Completed peer-review and revisions of our compendium “What Can Communities Teach Us? Indigenous and Local Knowledge for Mountains” and submitted for IUCN Editorial Board for signoff



ECO-DISASTER RISK

- Side event held, together with PEDRR, at the 2022 Global Platform in Bali, Indonesia on “Nature-based Solutions to accelerate Sendai and beyond”
<https://pedrr.org/event/nature-based-solutions-to-accelerate-sendai-and-beyond/>.
- Call for a special issue on “Nature-based Solutions for reducing disaster risk. What is the evidence?” in Journal *Nature-Based Solutions*.

YOUNG PROFESSIONAL NETWORK

- Encouraged young professionals in attendance at the African Protected Areas Conference in Kigali, Rwanda to join IUCN-CEM YPN which resulted in additional members and connections.
- Invited Regional Chairs to nominate a YP representative to form a core group. The following regional YP representative positions have been confirmed but several remain vacant for various reasons (some of the chairs were recently appointed or vacant, low engagement and response).

COASTAL AND MARINE

- Produced a Strategic plan and will be aiming to convene the first steering group meeting comprising leaders for each of the 5 core resolutions before the end of 2022.

ECOSYSTEM-BASED AQUACULTURE

Events and Programmes

- PutraCocu@Hijau (Green) Vegetable Planting Program
- UPM Students Reach Out: Flourishment of Pulau Songsong & Kampung Sg. Udang, Yan and Kampung Singkir Badong, Merbok
- Tree Planting Activity at Puncak Janing, Kedah waterfall
- 300 Tree Planting Activity at Kg. Perik and Kg. Tunjang, Kedah
- Community Programmes with Kg. Perik Community about Forest, Human and Animals

REGIONS

South America

- 58th Annual Congress of the Association for Tropical Biology and Conservation (ATBC), held in Cartagena, Colombia. July 2022.
- SERT and CEM Regional Coordination for South America held the webinar Socio-Ecological Systems Perspectives and Resilience from South America

Central America:

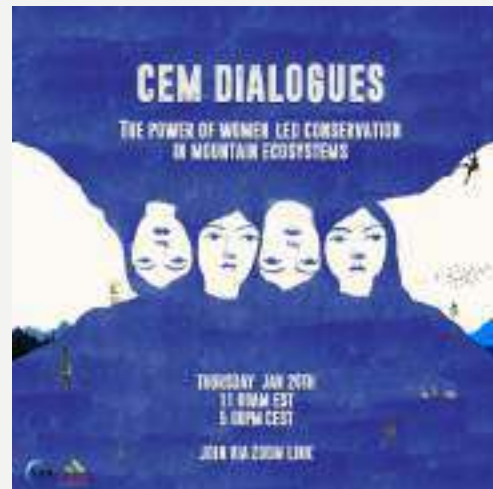
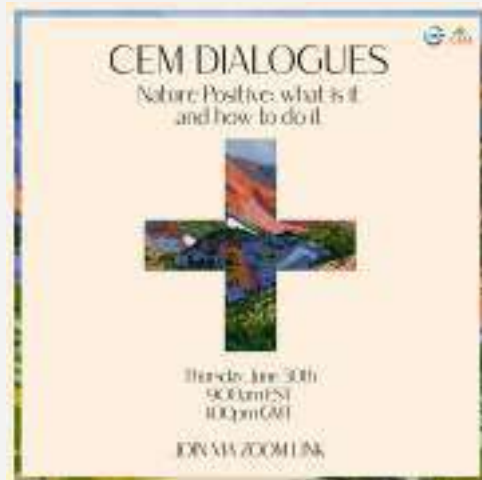
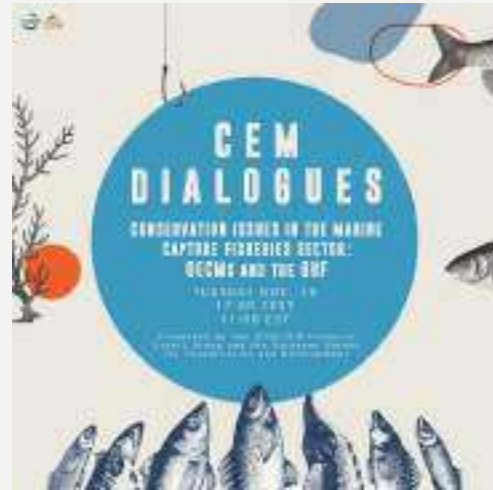
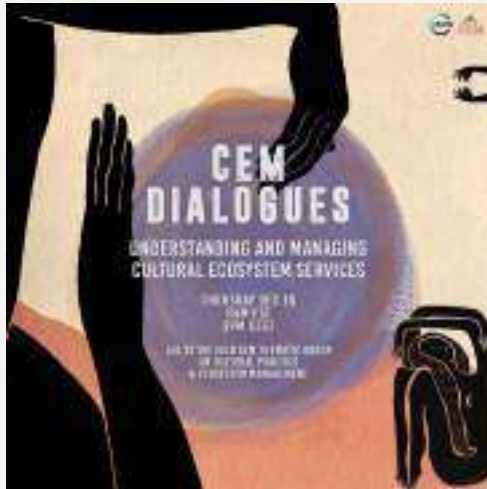
- Participation of the CEM YPN in the Celebration of the Day of Protected and Conserved Areas in Latin America.
- Participation of the CEM President for the region in the Scientific Advisory Committee (Project: "Altiplano Resiliente", ORMACC, Guatemala.

South Asia

- Published an issue of Harnessing Nature Magazine: Vol 4
- Participated as a speaker in the Side Event XV World Forestry Congress
- Shalini Dhyani was involved as lead author in IPBES Sustainable Use Assessment (2018-2022) released.
- Deepu Sivadas is involved as Lead Author in the newly launched IPBES Nexus assessment during the year 2022.
- Dr Sushila C. Nepali in collaboration with NGO Federation and support by WWF Nepal has developed and published a booklet on guidelines to achieve SDG titled "Nature in all Goals" Localization of



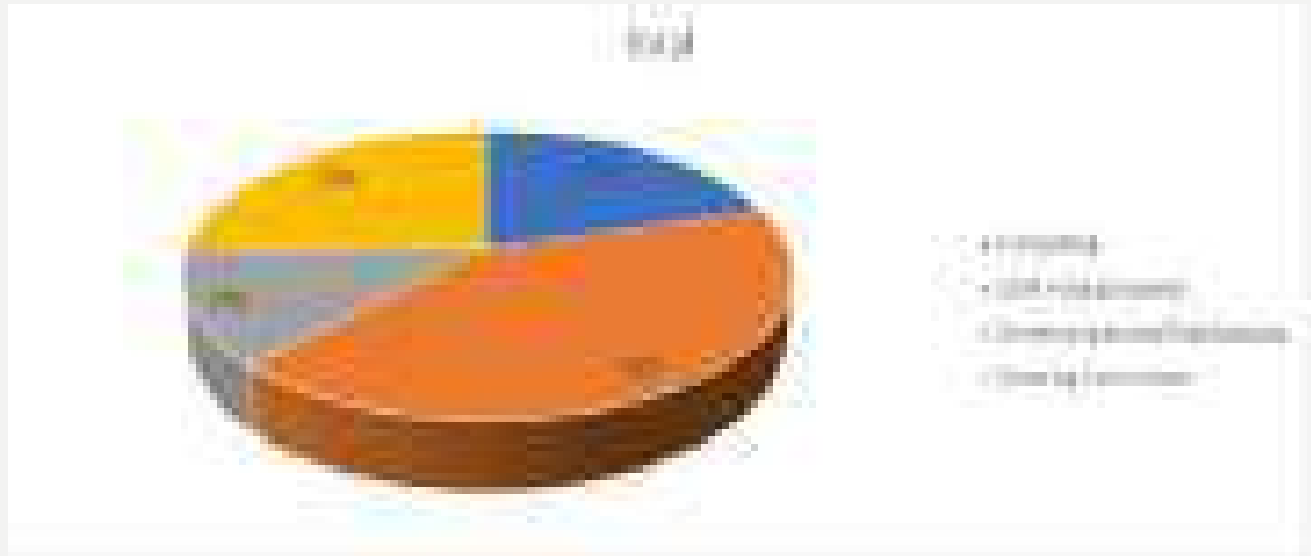
CEM DIALOGUES



Ecosystem Insider Newsletter



FINANCIAL REPORT



Account	Debit	Credit	Balance
101 Cash		10000	10000
102 Accounts Receivable		20000	20000
103 Inventory		15000	15000
104 Prepaid Insurance		5000	5000
105 Equipment		30000	30000
106 Accumulated Depreciation	10000		20000
201 Accounts Payable		12000	12000
202 Long-Term Debt		18000	18000
203 Equity		25000	25000
301 Revenue	40000		40000
302 Cost of Goods Sold	25000		25000
303 Operating Expenses	15000		15000
304 Interest Expense	3000		3000
305 Interest Income		2000	2000
306 Other Income		1000	1000
Total	100000	100000	100000

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IUCN World Commission on Protected Areas 2022 ANNUAL REPORT



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The views expressed in this publication do not necessarily reflect those of IUCN.

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IN MEMORIAM: KATHY MACKINNON

WCPA dedicates this Annual Report to Dr. Kathy MacKinnon, former Chair, WCPA and a tireless advocate for protected and conserved areas.

Kathy MacKinnon, former chair of WCPA (2016-2021) died suddenly and unexpectedly in March 2023, still in the thick of working for the Commission, leaving her innumerable friends both bereft and missing a champion.

Kathy started her professional life as a scientist, first researching squirrel ecology in the UK and then spending a decade or more of living and working in Indonesia, the country she loved above all others. Here, with her husband John MacKinnon, she often lived in extremely remote areas at a time before easy communication, carrying on writing and consulting while raising three sons.

From there, in a fairly dramatic change of direction, she moved to the World Bank as lead biodiversity specialist, where for 16 years she based herself in Washington and drove through major policy initiatives, including the Critical Ecosystem Partnership Fund. There she also helped to develop and promote innovative approaches to assessing and improving protected area management effectiveness. Also at the Bank, and as a dedicated field naturalist perhaps the thing she was proudest of, Kathy organised the publication of over a hundred local language field guides to help develop cadres of professional zoologists around the world.

Finally, for the last 16 years of her life, she moved back to the long-term family home in Haddenham, Cambridgeshire, notable for its 300-metre wild garden, and worked as a volunteer with WCPA. She served first as council member, then deputy chair, chair and latterly co-chairing with Harry Jonas the specialist group grappling with the thorny question of defining and implementing the new category of area-based conservation, other effective area-based conservation measures or OECMs. In addition to the constant and huge workload associated with the commission, she also drove organisation of the World Parks Congress in Sydney in 2014, and the Africa and Asia Parks Congresses last year.

For someone who spent so long at the top of her profession Kathy was approachable, unstuffy, often blunt and hugely supportive particularly of younger professionals interested in getting established in the field. Kathy has had a critical influence on shaping WCPA over the years and her legacy will continue through the work of the Commission. We remember her courage, dedication, friendship and leadership in helping define contemporary approaches and challenges for protected and conserved areas worldwide, and the way in which she inspired so many while advancing the conservation agenda.

“Kathy worked tirelessly, championing protected areas and OECMs as being critically important for biodiversity conservation. Nature has lost one of its greatest allies; we have a responsibility to honour her important legacy by continuing her work the best we can.”

Madhu Rao, Chair, IUCN World Commission on Protected Areas

“Protected areas of many kinds not only give sanctuary to the wonder of 4.5 billion years of evolution but, in holding species and ecosystems, they protect the fundamental underpinning of human livelihoods, economies and wellbeing. They are a key tool in maintaining the sustainability of life on Earth and in combatting the ravages of climate change.”

Kathy MacKinnon, Former Chair, IUCN World Commission on Protected Areas

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FOREWORD FROM RAZAN AL MUBARAK

In December 2022, the world's nations came together to adopt the Kunming-Montreal Global Biodiversity Framework. As you know, the Framework consists of goals and targets that aim to stop and reverse nature loss; among the most ambitious is the goal of conserving 30 percent of terrestrial and marine areas by 2030 – *or 30 by 30*.

As IUCN experts, employees, members, and volunteers, we must get to work in supporting its implementation. To that end, the expertise and advice of our own World Commission on Protected Areas is more critical and germane than ever.

Throughout all my engagements, meetings, and events as IUCN President the centrality of protected areas have become clearer and clearer – they are not only critical to our fight against nature and biodiversity loss, but also to our fight against climate change.

Well-designed and managed protected areas not only serve as bastions for biodiversity, but fundamentally and crucially fortify our health, economy, security, and identity. Furthermore, they can be powerful Nature-based Solutions that have the potential to contribute up to 30% of the climate mitigation capacity we need by 2030.

Given their importance, we need to ensure that protected areas are not paper parks or symbolic dots on a map. Instead, they need to be in the right places, effectively and equitably managed for and by local communities, and well-connected and integrated into land and seascapes. Finally, we must continue to prioritize secure, appropriate, diverse, and long-term funding mechanisms for all protected and conserved areas.

The World Commission on Protected Areas, through its global network of experts, has a crucial role to play in supporting the global implementation of the Kunming-Montreal Global Biodiversity Framework. This annual report captures the extensive body of work undertaken by the WCPA – and is a hallmark of the high-quality advice and guidance that it can provide.

I would like to recognize the valuable contributions of its members and congratulate the Commission on a successful first year of the quadrennium.

Razan Al Mubarak,
IUCN President



Razan Al Mubarak
President, IUCN

IUCN AT A GLANCE

IUCN is a membership Union composed of both government and civil society organisations. It harnesses the experience, resources and reach of its more than 1,400 Member organisations and the input of more than 15,000 experts. IUCN is the global authority on the status of the natural world and the measures needed to safeguard it.

MESSAGE FROM THE CHAIR & DEPUTY CHAIR

2022 began with an overwhelming sense of urgency to tackle the impacts of the pandemic on global multilateral policy processes. With newly reorganized governance and management, the Commission braced for a year of planning and implementation for three significant events that dominated the agenda: the 2nd Asia Parks Congress (May 2022), the 1st Africa Protected Area Congress (July 2022) and the preparations toward the CBD CoP15 meetings in Montreal in December 2022. As the year unfolded, preparations and planning gained momentum and defined a full and busy programme of work for the Commission. The year saw both consolidation and breaking of new ground.

The adoption of the Kunming-Montreal Global Biodiversity Framework by 196 countries signals the start of a critically important time for all life on earth. Most importantly, the GBF recognized the important role of Indigenous peoples and local communities as custodians of nature. We will need to pivot sharply, moving away from business as usual to grapple with difficult trade-offs and challenging compromises to reach a more balanced existence with nature.

Protected and conserved areas hold the centre as solutions to the biodiversity and climate crises. The Commission has both a responsibility and a mandate to rise to the challenges that lie ahead as we all navigate an increasingly difficult path toward 'living in harmony with nature'.

With great sadness, we mourn the passing of Kathy MacKinnon, a champion for nature and protected areas who worked tirelessly, with grace and uncompromising integrity. She has left us an important legacy that we have the responsibility to take forward. We are ever grateful for her leadership, wisdom and compassion. We have a mountain to climb and no time to lose, but she showed us a path.

As we forge ahead, we are extremely grateful to the extraordinary network of people, volunteers, members and their commitment to the work of the Commission. The influence and impact of the Commission is largely due to their tireless commitment and energy.

We hope you will enjoy reading about the extensive scope of work of the Commission with this annual report, a first for the WCPA as we continue to advocate and strive for well-functioning, equitable and effective protected and conserved areas that benefit both people and nature.

Madhu Rao and Andrew Rhodes
Chair and Deputy Chair, WCPA



Madhu Rao, Chair



Andrew Rhodes, Deputy Chair



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OUR VISION

Systems of protected and conserved areas are effective in conserving nature, and as such, are recognised and valued both as cornerstones for conserving biodiversity and as natural solutions to global challenges, providing benefits to human health, livelihoods and well-being.

WELCOME TO THE 2022 WCPA ANNUAL REPORT: A READER'S GUIDE

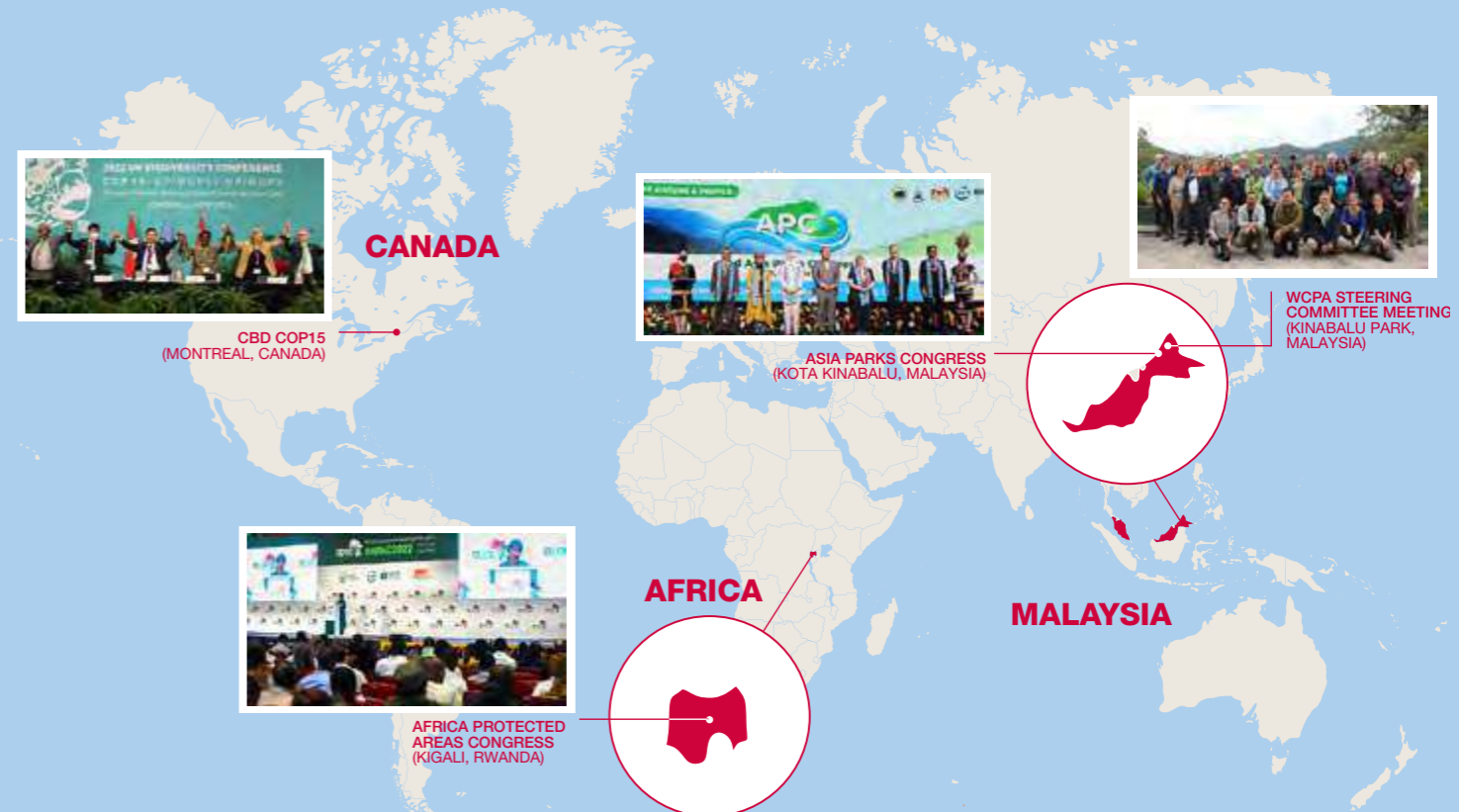
WCPA is a large, complex Commission of IUCN representing protected areas experts from around the world. With over 2500 members across 140 countries, our Commission achieves a great deal each year through the tireless efforts of our members across WCPA's Themes, Regions, Specialist Groups, Task Forces, and Publications. Since our inception in 1958, WCPA has helped to shape the global conservation agenda, advocating for area-based conservation and providing technical expertise on a diverse range of protected areas topics. Capturing the breadth of our work is a challenge but in 2022, for the first time, we have compiled highlights from our work throughout the past year to celebrate the breadth, scale and influence of the IUCN World Commission on Protected Areas.

Each year, WCPA's Regional, Thematic, Specialist Group, and Task Force Chairs submit annual technical reports providing an account of their activities and achievements throughout the year. In the document below, you will see a glimpse of the vast scope of work covered in WCPA, reflecting the efforts of our volunteers to advance area-based conservation around the globe.

We have pulled out four feature stories as focus topics to highlight some of the proudest achievements of WCPA in 2022 and to shed light on our programmatic work. You will also find individual accounts from each of our Themes, Regions, Specialist Groups, and Task Forces, with highlights of their activities for the year. We hope you enjoy reading about our work in 2022.

The WCPA Publications Group members are gratefully acknowledged for their work on compiling this report: Erinn Drage, Nigel Dudley, Marc Hockings, Malcolm Hunter, Paulina Karimova, Kent Redford and Sue Stolton.

MAJOR EVENTS IN 2022





OUR MANDATE

To develop and provide scientific, technical and policy advice and advocate for global and national systems of marine, freshwater and terrestrial protected areas and other effective area-based conservation measures (OECMs) that result in successful outcomes for the conservation of biodiversity, based on principles of sound design, good management, and equitable governance.



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WCPA STEERING COMMITTEE MEETING AND THEORY OF CHANGE

The Commission convened its first in-person Steering Committee Meeting of the quadrennial at the Park Headquarters of Kinabalu Park in Sabah, with generous logistical support from Sabah Parks in Malaysia from May 29th-June 2nd 2022.

The meeting brought together 33 participants from 19 countries for a Strategic Planning process moderated by Kent Redford (WCPA Strategy Advisor), Nick Salafsky and Paola Mejia (Co-Vice Chairs for Conservation Outcomes), and Arlyne Johnson (Lead for SG/TF coordination). The meeting had multiple objectives, including an introduction to the WCPA mandate and to review WCPA's ongoing work to acknowledge successes, plus challenges and opportunities moving forward.

An important objective was to lay the groundwork for developing a high-level, four-year WCPA strategy, building on the WCPA mandate. It was an opportunity to discuss the Commission's strategic approaches to communications, publications, and fundraising, in addition to the nuts-and-bolts of how to better engage the Commission and IUCN members. The participation of representatives from the IUCN HQ helped clarify the Secretariat's new programmatic structures and their mandates as relevant to the WCPA. Three days of intense discussions were helpful in tackling some of the key challenges to our collective work.

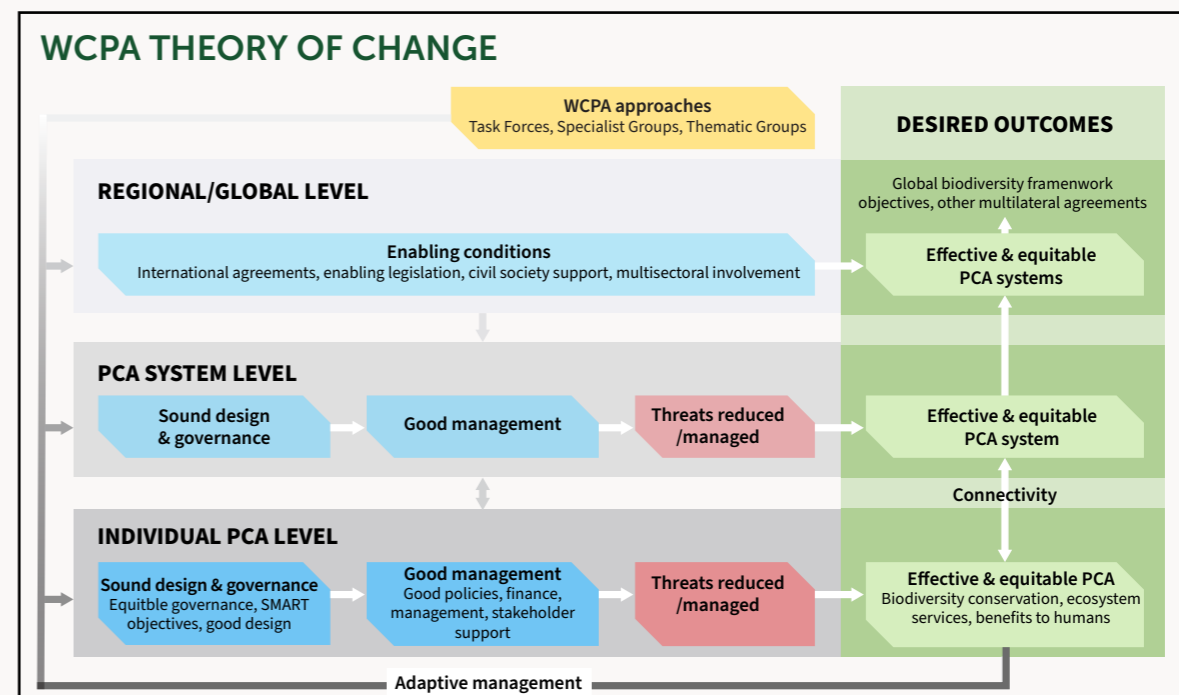
A Theory of Change (TOC) approach mapped ongoing work within the diverse Themes, Specialist Groups, and Task Forces against the mandate and objectives of the Commission. The TOC model provides a backbone for strategic planning for the Commission. Discussions over three days drew focus on (a) key strategic initiatives for the Commission to pursue and (b) important "gap" issues for consideration and action by the Commission in the form of new Task Forces and Specialist Groups. All alongside a commitment to continuing important work already underway through existing SGs and TFs.



The IUCN WCPA Steering Committee meeting in Malaysia, 2022

© Sean Southey

WCPA would like to warmly thank Mr. Maklarin Lakim, Director, Sabah Parks and Mr. Justinus Guntabid, Park Manager for Kinabalu Park and his team for their excellent hospitality and for all the logistical travel arrangements, including organizing the field trips for the WCPA meeting participants.



WCPA STRATEGY

Background: “Nature and its vital contributions to people, which together embody biodiversity and ecosystem functions and services, are deteriorating worldwide.” So begins the Global Assessment Report of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). Given this unprecedented and on-going loss, the report specifically calls for “expanding and effectively managing the current network of protected areas... for safeguarding biodiversity, particularly in the context of climate change.”¹

The World Commission on Protected Areas (WCPA) has a mission and decades of achievement that make it uniquely placed to help deliver this call. WCPA is one of seven commissions of the International Union for Conservation of Nature (IUCN) which, together with a small Secretariat staff, collectively rely on the work of over 18,000 volunteer experts from over 160 countries. WCPA itself has over 2,500 expert volunteer members around the world.

Pursuing its mission WCPA acknowledges the diversity of stakeholders and promotes collaboration and inspires a new generation of conservation leaders, across geography and cultures to experience and value the wonder of nature through protected areas.

WCPA is designed and run to provide scientific, technical and policy advice and advocate for global and national systems of marine, freshwater and terrestrial protected areas and other effective area-based conservation measures (OECMs) that result in successful outcomes for the conservation of biodiversity. This work is based on principles of sound design, good management, and equitable governance. Yet WCPA's vital coordinating, convening and supporting work remains woefully underfunded.

The work of WCPA has increasing urgency as, in 2022, the world finalizes its negotiations of the Global Biodiversity Framework, a treaty document that will define targets and pathways for the conservation and sustainable use of biodiversity for the next decade and beyond. This document is expected to call on the nations of the world to conserve at least 30 percent each of terrestrial, inland waters, and marine and coastal areas through ecologically representative and well-connected systems of protected areas and OECMs that are equitably governed and effectively managed, including areas conserved by Indigenous peoples and local communities. Both achieving and measuring this goal will require a strong, agile, responsive global team to help ensure the integrity of implementation by providing scientific guidance; facilitating coordinated assistance to national government implementing agencies including NGOs; and deriving lessons from experience as countries endeavour to meet these ambitious targets. This is the role of WCPA – a role that currently remains largely dependent on unevenly applied volunteer activity.

WCPA'S STRATEGIC APPROACH:

Core goals and actions:

1. Ensure Protected and Conserved Areas (PCAs) result in effective conservation outcomes by:
 - working to scale up the conservation of nature with effective PCAs in support of globally-agreed post-2020 targets,
 - advising on the design and completion of systems of effective protected and conserved areas that target areas of importance for biodiversity, underrepresented ecoregions, and intact ecosystems, and
 - supporting and highlighting the importance of developing and restoring ecological networks for conservation and mainstreaming connectivity as part of sustainably managed land, freshwater and seas.

¹ <https://doi.org/10.5281/zenodo.3553579>; see also Recommendation 24: Protected areas are an important instrument to address biodiversity loss, with climate mitigation and adaptation co-benefits in: Pörtner, H.O., Scholes, R.J., Agard, J. et al. 2021. IPBES-IPCC co-sponsored workshop report on biodiversity and climate change; IPBES and IPCC. DOI:10.5281/zenodo.4782538.

2. Build PCA skills, capacity and resources to deliver on conservation outcomes by:

- facilitating the equitable governance, effective management and sound design of protected areas, in line with country commitments under the CBD and respect for human rights; promoting the full range of protected area governance types, acknowledging the role and participation of Indigenous land and sea managers and local communities as well as private actors,
- developing sustainable financing for protected and conserved areas, including elevating conservation concerns to address nature-negative financial flows through promoting the values of PCAs for human well-being and livelihoods,
- improving legal and policy frameworks by mainstreaming conservation in economic systems, documenting macroeconomic returns for institutional, public and private investment in effectively and equitably managed protected area systems, and
- promoting improved recognition of and support for all those engaged in managing PCAs, including rangers and other field staff and Indigenous peoples and local communities.

3. Promote PCAs as natural solutions to address climate change and other societal challenges by:

- working towards mainstreaming protected areas as “natural solutions” in addressing climate change, land degradation, disaster risk reduction, food and water security, and human health and well-being,
- exploring global opportunities to conserve and increase in-situ carbon in existing and new protected and conserved areas on land and sea, and
- positioning protected and conserved areas in a One Health approach to human and ecological well-being.



WCPA ORGANIZATIONAL STRUCTURE

WCPA is divided into 12 operational regions. WCPA members are linked to a Commission region according to their registered country of residence.

WCPA currently has eight Themes, each with a Thematic Vice Chair who sits on the WCPA Steering Committee. Themes work on broad areas of enquiry and key strategic directions towards meeting the WCPA mandate.

WCPA Specialist Groups work on long term thematic activities relating to specific topics of study addressed by the Commission mandate.

WCPA Task Forces work on a specific issue, usually within a determined time period.

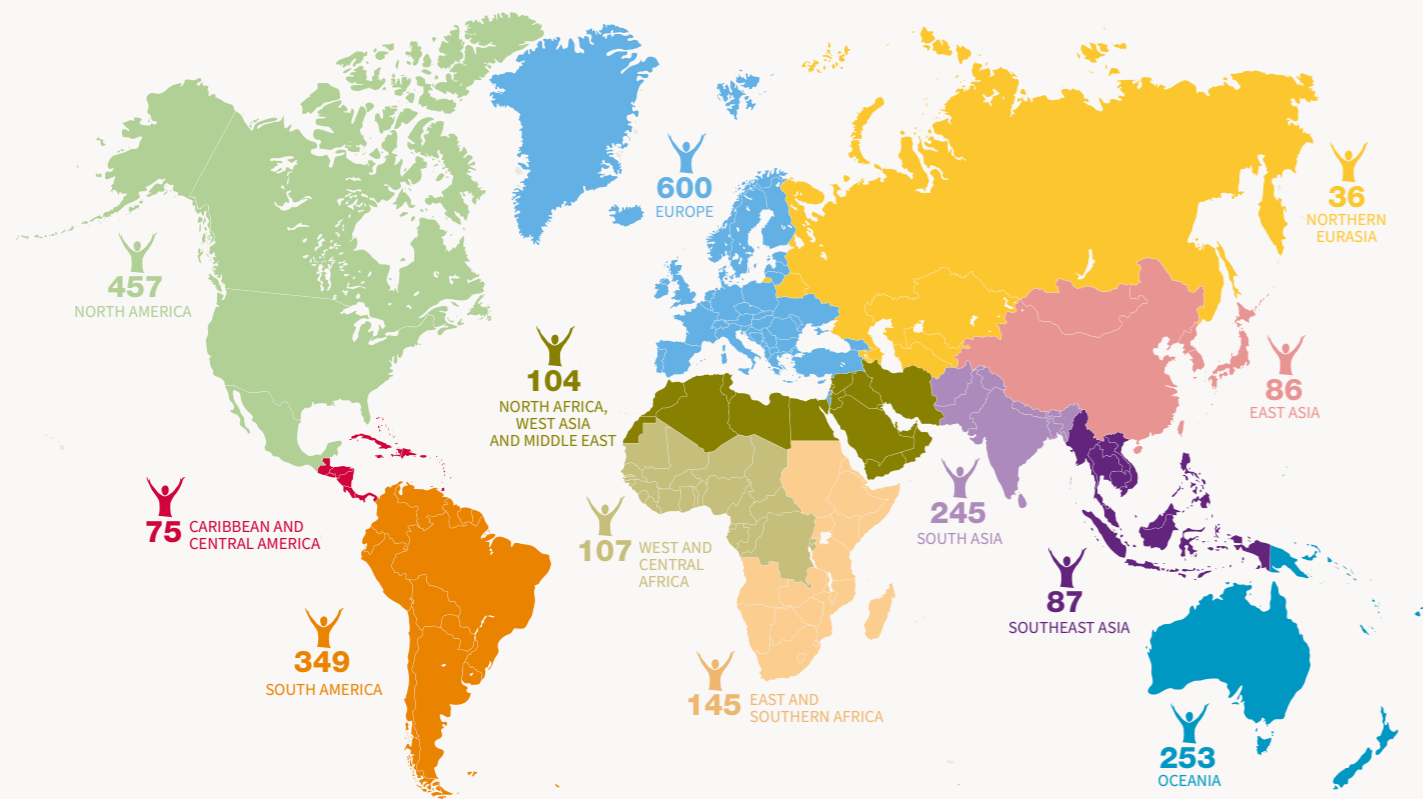
Special projects are crafted around cross-cutting priority topics within the Commission and can be either short or long-term in nature.

Thanks to outgoing Steering Committee members:
Olivier Chassot - Vice Chair, Communications
Mike Wong - Regional Vice Chair, North America
Sabelo Lindani - Regional Vice Chair, East & Southern Africa



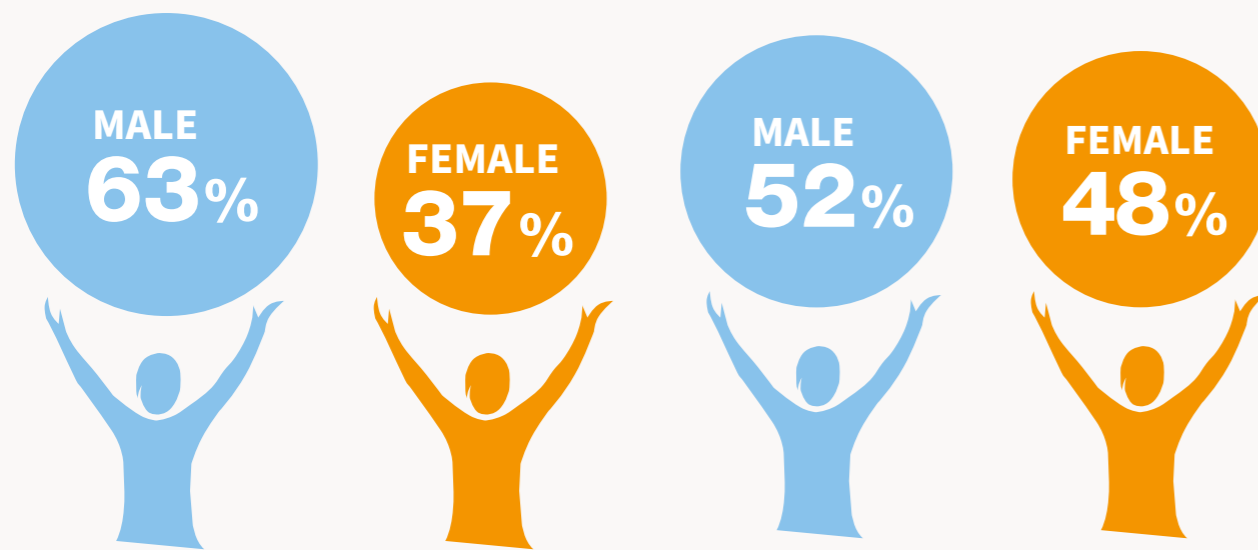
WCPA BY NUMBERS

MEMBERS BY WCPA REGION



GENDER

WCPA members 2021-2025

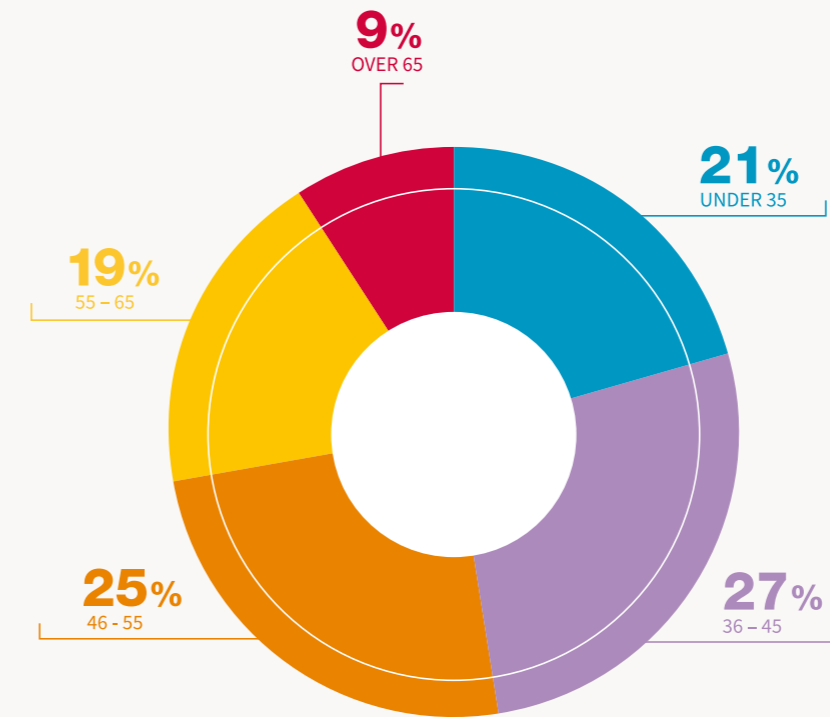


GENDER

WCPA LEADERSHIP
(See organizational structure) 2021-2025

AGE CATEGORIES

IUCN WCPA members 2021 - 2025
(Updated on 01.01.2023)



In 2022 WCPA publications were downloaded over **150,000 times**

Contributed to and published **100+** peer-reviewed publications

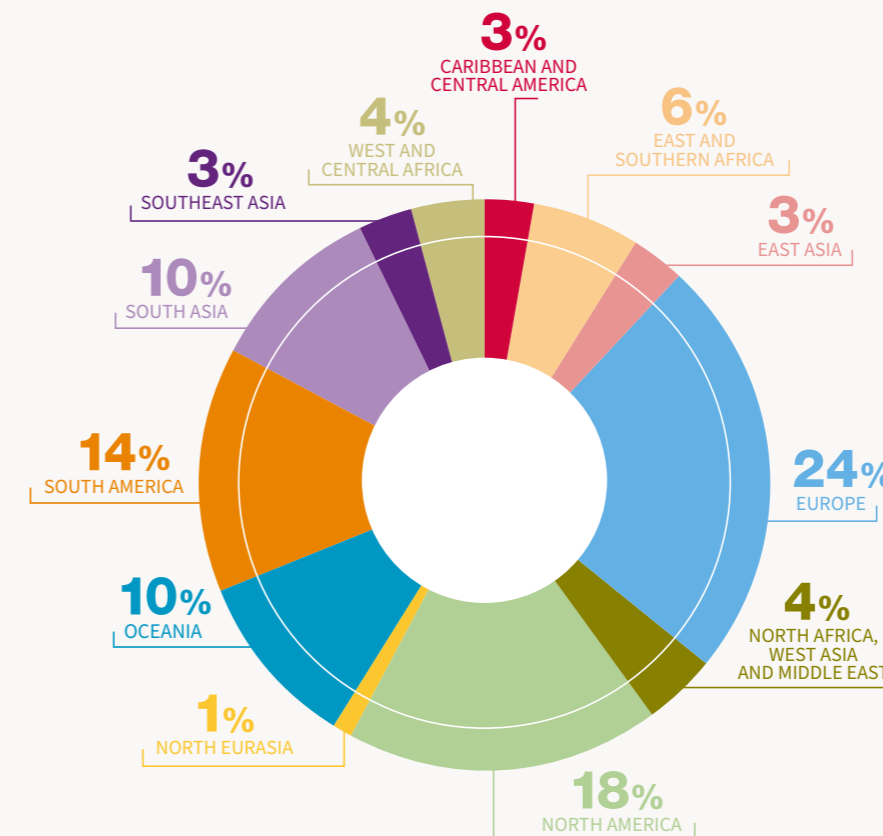
Published **12** regional and thematic newsletters

Organized **50+** conferences, workshops, and webinars

Published **13** strategic public communications pieces

WCPA REGIONS

WCPA members 2021-2025



CBD COP15, GBF AND 30X30

The Global Biodiversity Framework (GBF) agreed in December 2022 is the most comprehensive plan yet to halt and reverse the loss of global biodiversity, including an ambitious target to protect 30 per cent of land, inland water and ocean by 2030 ('30x30'). Throughout 2022 WCPA was involved in negotiating the 30x30 target and preparing for implementation.

WCPA members participated in both of the Open-Ended Working Group meetings (Geneva, Nairobi) as well as deliberations of the CBD's SBSTTA (Subsidiary Body on Scientific, Technical and Technological Advice). The Commission was active and well-represented at COP-15, including on the official IUCN delegation. Despite much competition for time slots in Montreal, we organized nine official side events, as well more than a dozen events at pavilions and off-site, while contributing expertise to far more.

The final GBF contains 23 targets ranging from biosafety to gender, including targets on ecosystem restoration, food waste, chemical pollution, perverse incentives, invasive species and finance mobilisation, amongst others. Target 3 ('30x30') is the element most critical to WCPA's mission, although virtually the whole of the GBF has implications for protected and conserved areas. 30x30 is very bold, with the numerical target contextualised by caveats relating to effectiveness, equity, the opportunities for conservation in Indigenous and traditional territories and the need for integration into the wider landscape and seascape.

Through its specialist groups and task forces, WCPA is offering support in key areas that include ensuring good practices relating to governance, equity and human rights; understanding and applying Other Effective Area-Based Conservation Measures (OECMs); the science and practice of connectivity conservation; developing updated guidance on sustainable financing options; exploring the links between biodiversity, climate and nature-based solutions; and providing guidance on implementing 30x30 in inland waters.

WCPA produced or refined guidance on all these topics. Particularly significant has been work to clarify OECMs, which will be critical in delivering 30x30. In 2018 the CBD adopted a definition based on WCPA guidance, but the term and concept continues to confuse, leading to errors in application. Through the year we have developed a site-level assessment tool (version 2 is currently in review), offered webinars, training tools and other information products, established regional support groups, and elaborated what should count towards 30x30.

WCPA contributed to a review of evidence of options for implementation. It is now working with partners to build a guide and associated online toolkit aimed at supporting the all-important stage of implementation.

WCPA also scaled up its work on governance, equity and inclusion, which will be critical to interpretation and implementation of novel elements of the final GBF.

Although WCPA's mandate covers every aspect relating to protected and conserved areas, 30x30 will remain its number one priority in coming years. The Commission will continue to provide technical guidance and support for GBF implementation. Working alongside the CBD Secretariat, WCPA is supporting the design of a new Target 3 Partnership that aims to strengthen alignment and coordination of support for implementation efforts. WCPA and the CBD Secretariat hosted an unofficial half-day meeting at COP 15 to frame a new Target 3 Partnership, with a second meeting planned for June 2023. WCPA is working toward providing technical advisory support to the '2.0' version of the High Ambition Coalition. These and other collaborations will continue in coming years.



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GBF Target 3: Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories.

WCPA SUPPORTING RANGERS AROUND THE WORLD

In the past year, there has been a welcome increase in awareness of and support for the vital work conducted by rangers in protected and conserved areas around the world. WCPA has been at the forefront of this, particularly through its membership of the [Universal Ranger Alliance \(URSA\)](#).

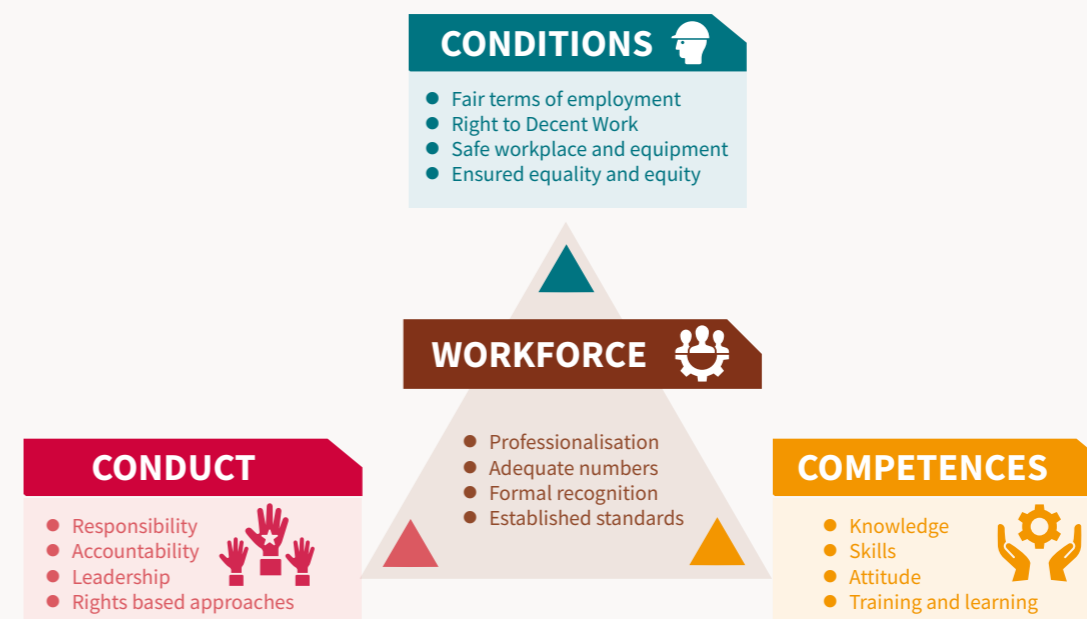
A milestone in 2022 was the [publication in Nature Sustainability](#) of the first survey of global protected area personnel numbers since 1999 and the first ever survey specifically to include ranger numbers. We had assumed that getting the information would take around a year; in fact, it took more than four! We were astonished by how many countries did not appear to collect protected area workforce data in a systematic way, or even at all. Eventually we assembled information about personnel numbers from 176 countries and territories and used a range of statistical methods to estimate a global total. We expected the numbers to be low, but were surprised at just how low they are (550,000 personnel worldwide, including 285,000 rangers), far fewer than our 'guesstimates' of a million rangers and only about a third of the numbers thought to be required.

We anticipate that the paper will stimulate and enrich further research and analysis on protected area management, and support global and national advocacy for the needs of those directly engaged in area-based management. In response to the findings of the paper and the 30x30 target of the GBF, WCPA and other URSA members are promoting the needs of rangers through the 'Rangers for 30 by 30 Framework' (see diagram). We have produced a range of guidance and standards to help employers, supporters and donors to implement the framework. These include a global code of conduct for rangers, universal ranger competences, global minimum standards for employment conditions, guidance on safeguarding the rights and well-being for rangers and on building trust between rangers and communities. The aim is to build a diverse, professional, accountable and competent ranger workforce, whose contributions are formally recognised and respected and whose composition reflects the diversity of guardians of protected and conserved areas.

WCPA's commitment to recognition of rangers was also highlighted at the second IUCN-WCPA International Ranger Awards, supported by Conservation Allies, The Tigers Alive Initiative, IUCN US, Re:wild and the International Ranger Federation. At an emotional ceremony at the Africa Protected Areas Congress in Kigali, Rwanda, in July 2022, awards were presented to 12 outstanding individual rangers and rangers teams from 10 countries, representing government rangers, volunteers, Indigenous and community guardians.



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ASIA PARKS CONGRESS, KOTA KINABALU, SABAH, MALAYSIA



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From 24-29 May 2022, the 2nd Asia Parks Congress (APC) was convened in Kota Kinabalu, Sabah, Malaysia, by co-hosts Sabah Parks, IUCN WCPA, and IUCN Asia Regional Office. Bringing together over 1,000 physical participants and 200 virtual participants from 49 countries in Asia and beyond, the congress was attended by conservationists, policy makers, and protected and conserved areas professionals representing government agencies, NGOs, Indigenous peoples, youth, academia, and the private sector.

The APC tackled a range of priority protected area issues structured around six Working Groups: Nature-based Solutions, Governance, Ecological Connectivity, Management Effectiveness, Financing, and Urban Conservation. The Congress also included two special forums, supported by WCPA: the Youth Forum and an Indigenous Peoples & Local Communities Forum each represented the inclusive nature of the conservation gathering.

One of the most significant outcomes of the APC was the adoption of the Kota Kinabalu Declaration. Endorsed by all participants, the declaration recognised the critical role that protected areas play in preserving biodiversity and ecosystem services, as well as in mitigating and adapting to climate change. It called for greater investment in protected areas management, better coordination among stakeholders, and stronger engagement with local communities and Indigenous Peoples, while articulating the need to take stronger action on biodiversity conservation.

Through our Commission's collective expertise and leadership, WCPA helped to shape the discussions and outcomes of the congress from planning to delivery of the event. Throughout the Congress, WCPA organized a series of meetings, workshops, and networking events that brought together experts and stakeholders, providing an opportunity for members to share their knowledge and experiences, and to identify common challenges and opportunities in protected areas establishment and management. As a co-convenor of the congress, WCPA is proud to have played an important role in the execution of the successful event. The realisation of the APC represents an important step forward in the effort to safeguard Asia's natural areas for future generations.

The Congress included two special forums, supported by WCPA: the Youth Forum and an Indigenous Peoples & Local Communities Forum. Each represented the inclusive nature of the conservation gathering.

“Protected and conserved areas are the critical piece linking the twin crises of biodiversity loss and climate change. We need to strengthen and improve their effectiveness in order to benefit both nature and people” – Madhu Rao, Chair, WCPA APC Opening Ceremony Keynote Address

AFRICA PROTECTED AREAS CONGRESS, KIGALI, RWANDA

The IUCN Africa Protected Areas Congress (APAC) was the first ever continent-wide gathering of protected and conserved areas leaders to discuss conservation topics including safeguarding Africa's iconic wildlife, delivering vital life-supporting ecosystem services, fostering support for sustainable economic development, and promoting and protecting Africa's cultural heritage and traditions. Held from July 18-23, 2022 in Kigali, Rwanda, APAC brought together more than 2,400 participants from 53 African and 27 other countries. Known as the land of a thousand hills, Rwanda's stunning scenery and warm, friendly people offered all delegates unique experiences in one of the most remarkable countries in the world, blessed with extraordinary biodiversity, and incredible wildlife living throughout its volcanoes, montane rainforest, and sweeping plains.

Co-hosted by IUCN, WCPA, the Africa Wildlife Foundation, and the government of Rwanda, the overarching objective of APAC was to position Africa's protected and conserved areas within the broader goals of economic development and community well-being and to increase the understanding of the vital role protected areas play in conserving biodiversity and delivering the ecosystem services that underpin human well-being and livelihoods. The Congress was structured around cross cutting themes and streams, each of which included a rich series of discussions through plenary sessions, side events, workshops, and pavilions. Participants shared best practices and lessons learned from their respective countries, as well as challenges they face in managing and protecting their natural resources.

Throughout the congress, the Commission championed calls for more, and better, area-based conservation, while providing expertise through sessions on climate and biodiversity, sustainable financing for protected areas, and governance, equity, and rights. WCPA also took on a leadership role in promoting youth engagement by leading the planning and delivery of the #NatureForAll Youth Oasis, an intergenerational pavilion space dedicated to empowering young voices at the Congress.

APAC demonstrated the important role that local communities play in conserving Africa's biodiversity, while providing a platform for all participants to exchange ideas and experiences, share knowledge and best practices, and explore ways to enhance the effectiveness and sustainability of protected areas in Africa. The congress culminated with a shared vision of what is needed to ensure a future for Africa where people and nature both thrive, the Kigali Call to Action. AWF supports the principles of the Kigali Call to Action and is committed to integrating them across our work and partnerships.

Under the theme 'For People and Nature' APAC identified priority actions to strengthen Africa's protected and conserved areas in a just and equitable manner

WCPA took on a leadership role in youth empowerment at APAC through the planning and delivery of the #NatureForAll Youth Oasis

LEARNING FROM GATHERING

Both congresses were major events for WCPA, bringing people together, sharing ideas and planning future activities. A paper in [PARKS](#) reviewed the outcomes of both events and noted five major take home messages:

- Calls for more, and better, area-based conservation
- Putting people at the centre of conservation
- Nexus of climate, biodiversity and health: protected and conserved areas as nature-based solutions
- More sustainable financing
- Promoting greater youth engagement and urban conservation

WCPA REGIONAL HIGHLIGHTS

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CARIBBEAN AND CENTRAL AMERICA OVERVIEW

Regional Vice Chair: **Allan Valverde**

During 2022 the principal action for WCPA in the Caribbean and Central America was to establish a collaborative platform to contribute capacity building toward the global 30x30 target. A priority for our region, this platform is for the whole of Latin America, and includes a learning process with key stakeholders, a wide variety of protected areas topics, a self-paced course focused on OECMs, and the creation of a regional coordination group.

Throughout the year, other activities developed to strengthen capacity on sustainable production within local communities included field trips, lectures, and mentoring processes located in biological corridors in Costa Rica. Our region has also continued to support the ongoing consolidation of a working group of governance on RedParques.

In partnership with Costa Rica's Protected Area System, we developed activities that aim to support the potential for protected areas tourism to generate benefits for local communities. Specifically, we focused on supporting ongoing work in Arenal Tempisque Conservation Area. One of the current priorities in the Caribbean and Central America is to continue moving from sustainable tourism to a more resilient activity through Regenerate Development. WCPA, along with other partners, is helping with the planning process in order to make this transition. The hope is to position protected areas as the value centre of landscape-scale planning and define mechanisms to benefit local people, create a diverse tourist offer, and contribute to ecological connectivity.



Allan Valverde

Young Professional Regional
Focal Point: Alexa Morales



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EAST AND SOUTHERN AFRICA

Regional Vice Chair: **Sabelo Lindani** (Outgoing)

The main focus in 2022 was to re-establish relations with key partners, including IUCN member organisations, and to participate and represent WCPA in local and regional focus groups. The Regional Vice Chair attended conservation conferences and fostered relationships with important stakeholders, primarily based in the Southern Africa Region. The key priorities of the Commission were discussed, as well as the mobilisation of new WCPA members. One of the conferences that was attended included the Oppenheimer Conservation Research Conference and the main aim was to have WCPA play a significant role in the future discussions and conferences.

The Regional Vice Chair reconnected with the IUCN South Africa National Steering Committee National Chairperson in order to grow the membership in South Africa, a strategy helpful to connect with the different national committees across ESARO (IUCN East and Southern Africa Regional Office). Subsequent to this, WCPA was part of the group of organisations that engaged the Minister of Environment in South Africa to emphasize the country's position on CBD COP15 in Montreal.

The Regional Vice Chair also initiated an engagement with senior officials from the Department of Environment, Forestry and Fisheries with the intention to gain support or to collaborate to host and bring IMPAC6 to South Africa.

Most importantly, Africa hosted its first African Protected Areas Congress in July 2022. The Congress was a huge success as it brought together key players in Africa and specifically across ESARO. WCPA has been capitalising on the spin-offs and follow-up commitments from APAC in order to continue promoting WCPA in the region.



Sabelo Lindani
Young Professional Regional
Focal Point: Nyandire Reinhard



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EAST ASIA

Regional Vice Chair: **Yoshitaka Kumagai**

In 2022, the East Asia Region played an important role in contributing to the substance of the APC, and the Chair provided a keynote speech at the event regarding 'Biodiversity conservation strategy in Asia', and served as the moderator of a side event organized by WCPA. The Chair also served as a committee member of the Congress from the beginning of preparations several years ago. The APC was a smashing success with the impressive passion and dedication of the main organizing body, Sabah Parks, the government organization of the State of Sabah, WCPA members and all the participants. It was truly an unforgettable event. However, at the end of the day, the Congress was simply an event: the important thing now is to carry out what was discussed there and to implement the conservation action needed for parks and protected areas.

WCPA East Asia held a virtual meeting to follow up from the Congress in November 2022. Thirty or so participants attended the meeting. The meeting began with an overall review, a report on the WCPA's direction toward 30x30, and the GBF Target 3, followed by group discussion. Four themes of the discussion were: 1) governance: how can OECMs be managed collaboratively for the long term?, 2) production activities and IPLCs: How can we increase synergies between livelihood and traditional activities and biodiversity conservation?, 3) finance: What financial mechanisms are needed to continue effective management of OECMs?, and 4) recognition of values: How can we strengthen the recognition of diverse values the communities have on land/seascapes?. Each group debriefed what they discussed afterward.

Following APC, our region supported the launch of the Asia Youth Protected Areas Network, stewarded by the Korean National Park Service (KNPS). The network will play a vital role in strengthening the WCPA community in whole Asia. Finally, the Regional Vice Chair attended several online meetings throughout 2022 on behalf of WCPA and the region including virtual WCPA Steering Committee meetings, workshops on OECMs, and meetings to develop the youth network in Asia, all of which proved to be productive.



Yoshitaka Kumagai
Young Professional Regional
Focal Point: Shaohua Wang
Country Focal Point: Lu Cai (China)



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EUROPE

Regional Vice Chair: **Erika Stanciu**

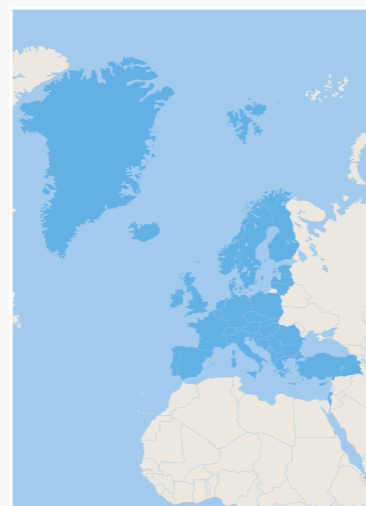
The beginning of 2022 was a planning period for 2021 - 2025. Interviews were conducted in February with 21 WCPA Europe members to learn about their expectations from the network. A scoping webinar was organized in March, 2022 to discuss members' needs and our future work. Based on the outcomes of the interviews and the scoping webinar, [a draft work plan was developed](#) at a Planning webinar organized in June.

Members agreed to work together on the following priority topics: Communication within WCPA Europe; Protected Area Management Effectiveness; Connectivity and Landscape Level Conservation; Restoration; Protected Area Designation; 30x30 Target; Strict protection and the EU Biodiversity Strategy; OECMs and Ancient and old-growth forests. With these priorities agreed, members are developing concrete proposals for contributions such as organizing webinars or face-to-face events, study tours, initiating debates etc. A small coordination team was established to share the work. Zoltan Kun and Jan Woolhead offered their support. Cathy Li was appointed to the YP Regional Focal Point role.

Activities were conducted for some of the priority topics in the second part of the year. We made a good start on establishing a communication platform: one of our members, Eick von Ruschkowski, the director of the Alfred Toepfer Academy for Germany, offered the possibility to use a BigBlueButton platform for meeting rooms, sharing documents, chat and other functions. A small team of volunteers explored this opportunity and started to set up the WCPA Europe Exchange Platform (WCPA E_EP). The WCPA Europe Communication team has now two members: Elliot Bourgeault and Rianne ten Veen.

On the topic of 30x30 we learned about the status of national pledges for new protected areas through a questionnaire and a webinar organized under the coordination of Jan Woolhead, in June. Members discussed the status of national pledges for the designation of new protected areas, as required by the EU Biodiversity Strategy for 2030.

Several other webinars were organized over the year. In November on the topic of OECMs, where we started planning for a training seminar held in February 2023, under the leadership of Kathy MacKinnon, representing WCPA and Gisela Stolpe representing The BfN Vilm Academy. In December 2022 on New Technologies in protected area management as part of the management effectiveness topic. The draft of 'A Framework for Monitoring Biodiversity in Protected Areas and OECMs – concepts, methods, and technologies' developed under the coordination of UNESCO Chair on Sustainable Management of Conservation Areas and the Carinthia University of Applied Sciences was presented and discussed. Finally, a webinar was organized on ancient / old-growth forests on 28 November under the coordination of Zoltan Kun.



Erika Stanciu

Young Professional Regional Focal Point: Cathy Li

In 2022, WCPA Europe focused on planning and encouraging members to get actively involved by offering to organize and coordinate activities. As a result, we agreed priorities for our work, we started to set up a communication platform, organized 4 webinars on important topics for Europe and started to organize activities for 2023.



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NORTH AFRICA, WEST ASIA, AND MIDDLE EAST

Regional Vice Chair: **Nizar Hani**

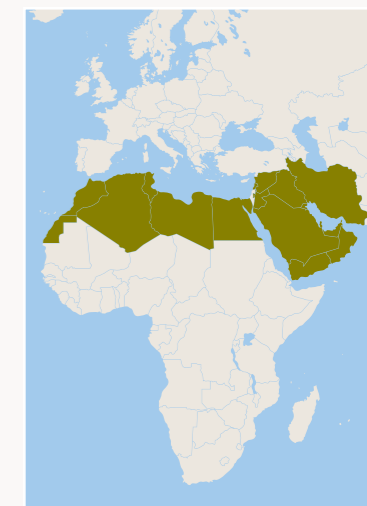
In 2022, WCPA's North Africa, West Asia, and Middle East region launched a consultation process across the region with key protected areas experts, protected areas managers, WCPA members, IUCN national committees, IUCN regional offices, protected areas authorities, IUCN regional councillors, and other commission members. Eight focal points have been appointed, located in different countries in the region and have different expertise and backgrounds in protected areas.

Based on the regional consultations, four key objectives have been identified for our region:

- Continue advancing the IUCN Green List of Protected and Conserved Standard
- Promote the importance of WCPA across the region
- Support countries to improve MPA and OECM networks in the Mediterranean Sea
- Contribute to the outcomes and follow up from the African Protected Areas Congress (APAC) and Kigali Call to Action

In 2022, four regional working groups were established to support effective management of protected areas in the region: Monitoring and evaluation, Site management, Landscape connectivity and Communication. Increasingly in our region, OECMs are beginning to be promoted as a tool for landscape connectivity, and we expect to host a regional webinar in early 2023 to highlight and raise awareness about OECMs.

Several activities have been implemented to meet the WCPA regional objectives. In 2022, we focused on promoting the Green List in the region primarily in Saudi Arabia, as well as in Lebanon, Jordan, and Tunisia. Recent successes include the Green List components and indicators being translated into Arabic language and shared with EAGL members and protected areas managers across the region. In addition to promoting the Green List, the Regional Vice Chair and the focal points participated in many regional workshops and conferences highlighting the important role of WCPA and encouraging more members to join the commission. We also supported many protected areas managers and WCPA members to participate in APAC, ensuring good cooperation and coordination with IUCN regional offices and other IUCN commissions. As a result of our engagement at APAC, we have continued to participate in several meetings organized in this context. Working very closely with some IUCN national committees, primarily in Lebanon, we continue to develop national action plans with full alignment with the IUCN Nature 2030 Programme in close cooperation with IUCN regional offices (West Asia and Med). Finally, we continue to work to advance the active involvement of youth and young professionals in the region.



Nizar Hani

Young Professional Regional Focal Point: Fatima Abuhaliqa



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NORTH AMERICA

Regional Vice Chair: **Mike Wong** (Outgoing)

While considerable efforts were made in 2022 to prepare for the CBD COP15 negotiations, the focus will now turn to urgent, effective, and equitable implementation of the GBF, requiring (1) national/regional strategies, (2) sustainable funding, and (3) on-the-ground realization. Target 3 of the GBF is of obvious relevance to the WCPA and several webinars focused on reaching 30x30 were organized in by or in partnership with WCPA, including in Mexico and the United States. Reports such as the [Roadmap to 2030](#) produced by the Canadian Parks and Wilderness Society can provide much needed national guidance and such roadmaps should be produced for each signatory of the GBF.

The Regional Vice Chair engaged with the [Official Launch of Key Biodiversity Areas in Canada](#) in September 2022, which provides a valuable scientific tool for identifying sites with exceptional value that need protection and will also help the country's commitment to reach its Target 3 commitments.

The UNCBD COP15 also provided an opportunity to revisit the Protected and Conserved Areas Joint Statement on Climate Change and Biodiversity, signed by park agencies at UNFCCC COP26. The engagement and commitment of protected areas state agencies around the world (e.g., expanded World Protected Areas Leadership Forum (WPALF) to this joint statement to address the twin crises could be significant in the coming years. The recent release of the Climate Change Specialist Group's Technical Paper [Role of Protected Areas in Climate Change Mitigation and Biodiversity Conservation](#) should help protected area agencies implementation.



Mike Wong

Young Professional Regional Focal Point: Sara Pineda
Country Focal Point: David Reynolds (United States of America)
Country Focal Point: Monica Alvarez (Mexico)



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NORTH EURASIA

Regional Vice Chair: **Tatjana Rosen**

Throughout 2022, North Eurasia members were quite active and had a successful year. Below are some of the highlights from our region.

Tanya Rosen (Regional Vice Chair, North Eurasia), Zairbek Kubanichbekov (Kyrgyzstan), Khalil Karimov (Tajikistan), Vera Voronova (Kazakhstan) were some of the WCPA members presents in inception meetings and workshops throughout the summer for the new UNEP IKI project 'Enhancing the conservation of flagship migratory mammal species of Central Asia through climate change-informed management and decision making' focused on conserving migratory species in select protected areas in the three countries. The project's short title is 'Central Asian Mammals and Climate Adaptation' (CAMCA). Within the CAMCA project, the goal is to increase the resilience of Central Asia flagship mountain and other migratory species (e.g. snow leopard, argali sheep, Asiatic ibex, Tien Shan maral, Bukhara deer), associated ecosystems and communities to climate change and related threats. It will benefit both wildlife and local communities in pilot sites in Kazakhstan, the Kyrgyz Republic and Tajikistan by supporting climate change-informed, community-based wildlife management in and outside of protected areas, reducing human-wildlife conflicts, and contributing to landscape permeability.

Tanya represented IUCN WCPA at the CMS CAMI Range states meeting in Tbilisi, Georgia leading to the adoption of the first Persian Leopard Regional Strategy. The Strategy will help guide conservation efforts for the Persian leopard across the range, including by strengthening the protected areas systems and promoting new area-based measures, such as OECMs; and at GSLEP Steering Committee meeting in Bishkek, Kyrgyzstan in October 2022, and highlighted the issue of ecological connectivity and importance of addressing the threats coming from linear infrastructure.

Shirin in her role as Turkmenistan representative, attended CBD COP15 and helped negotiate and adopt the Biodiversity Framework Agreement.

In November-December 2022, Rosen participated in a series of meetings organized by ICRC on the legal and practical substance of what protected environmental zones in armed conflict could and should entail.

Rosen also supported IUCN ECARO (Regional Office for Eastern Europe and Central Asia) in preparing a proposal (awarded) to the World Bank to host two regional dialogues in Central Asia (one on Nature-based Solutions and tourism and the other on transboundary conservation); and an IKI proposal focused on addressing zoonotic outbreaks across Central Asia as well as opportunities for increasing protected area coverage through OECMs and for IUCN Green List status listing.

Because of the war in Ukraine, unfortunately our Russian membership and vice chair are facing difficulties, which we foresee will continue for the time being as long as the conflict continues.



Tanya Rosen

Young Professional Regional Focal Point: Shaohua Wang
Country Focal Point: Shirin Karrieva (Central Asia)
Country Focal Point: Mikhail Yablokov (Russia)



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OCEANIA

Regional Vice Chair: Lou Sanson

The priority for the Oceania Region in 2022 was to continue the strong representation of IUCN WCPA in Australia with our first face-to-face IUCN National Committee meeting in Melbourne in August 2022. This was complemented by an excellent three-day Workshop with Aboriginal Conservation leaders titled 'Reimagining Conservation' in Queensland in November 2022, focussed on exploring how to co-create and manage OECMs with Indigenous peoples.

Australia continues to have a very strong WCPA network, thanks to leadership of several individuals including Penny Figgis, Jo Hopkins, Kate Davey, dedicated IUCN staff, among others.

A real focus for Oceania has been expanding the concept of 30x30 politically and through advocacy. It was extremely pleasing to see the new Australian Government Minister of Environment Hon. Tanya Pliabesek come out early in her term advocating for 30x30. Progress in New Zealand has been slower, however the Minister of Conservation Hon. Poto Williams confirmed New Zealand's intent to pursue 30x30 at the Montreal CBD COP 15.

Work on the Green List Standard has been most focussed in Australia where Marc Hockings' leadership has seen four Australia State Parks agencies and a major private land conservancy now using the Green List in differing approaches. New Zealand has yet to adopt or pilot the Green List.

As Regional Vice Chair, I was privileged to give an IUCN Keynote speech to 200 Park Rangers from Australia, NZ and the Pacific at Rotorua in Oct 2022 in a talk titled 'Why The World Needs More Park Rangers' profiling WCPA's excellent work on capacity and capability building. This was followed up with meetings with both the Department of Conservation Director General and Lincoln University Vice Chancellor to explore potential to expand a tertiary Park Ranger degree course for Oceania. I also met with both New Zealand Ministers of Conservation and Environment to advance ocean protection and seabird conservation.

I have given particular focus to connecting WCPA with the IUCN Suva Office and visited them in August 2022 and presented on Albatross Conservation and why Pacific and high seas MPAs are so important to Seabird conservation. I am also assisting in potential funding of a Pacific Climate Fund of \$1.3bill on projects that the New Zealand Government could fund through the Suva office to advance WCPA priorities across the Pacific. WCPA Oceania also worked closely with Blue Cradle and their advocacy of the New Zealand bid for IMPAC6 in Wellington in 2026.

Our region also continues to take an active interest in advocating for Antarctic and Southern Ocean MPAs. Finally, WCPA Oceania has been assisting the Chilean Government as they move to a more integrated conservation management structure similar to the Department of Conservation (DOC) model in New Zealand where the DOC looks after 30% of New Zealand through protected areas.



© Lou Sanson



Lou Sanson

Young Professional Regional Focal Point: Joshua Taylor

SOUTH AMERICA

Regional Vice Chair: Paula Bueno

The focus of the work for the South American region in 2022 and their results are presented below.

Securing a smooth transition by building on the heritage from the past WCPA period: a). Renewed regional committee of national focal points in every country where the Commission is active, through a participatory process; b). Together with the Central America, Caribbean and Mexico representatives, efforts to set a collaboration mechanism with the Latin American Cooperation Network on Protected Areas - Redparques were resumed, and a work plan proposal outlined; c). regular exchange meetings among the focal points, also national encounters and working priorities established in at least three countries (Argentina, Bolivia and Colombia); d). a proposal for a regional newsletter discussed and devised; e). over 60 membership requests processed, with respective analysis process with focal points and individual due diligence.

Increased recognition of the role of protected areas in the international negotiations towards the new GBF, with special visibility of marine protected areas, including those in the high seas, for the 30x30 ambition. Through participation in regional workshops and discussions with countries (e.g. megadiverse like-minded countries LAC meeting in Cali, October 2022), the Commission's position and resources were facilitated to countries before COP 15, even supporting text drafting. With the establishment of a regional 30x30 platform under the auspices of Re:Wild and technical direction of the global WCPA deputy chair, the vice-chair for Central American, the focal point for Mexico, the communications focal point, the marine theme vice-chair and the WCPA Regional Vice Chair, have gained traction and will be key to guide the implementation of Target 15 in the region. This was also furthered through the preparation of a strong WCPA delegation to the IMPAC5 in 2023.

Widely position protected and conserved areas as natural solutions to global challenges such as climate change, and into the general citizenship as per their values and benefits: several activities under the protected and conserved areas Celebration Day including efforts for additional funding; participation in capacity-building (i.e. lectures in courses, keynotes in national events); meetings with ministerial staff to discuss ways forward; resumed 'WCPA Thursdays' dialogues led by our Young Professionals.

Keep momentum around the Green List standard as a vehicle to enhance management, governance and effective provision of the above-mentioned key ecosystem solutions for the whole of society: support was provided to countries that have or will start processes associated with the GL and a regional group leadership was identified. New national expert groups are being formed and huge amounts of knowledge is being shared within protected area practitioners, with the support of WCPA.

Increased capacity to have OECMs recognised and incentivised: though the 30x30 platform, a regional sub-group for OECM guidance was established with an appointed lead; materials, keynotes and engagement of other partners such as WWF has been advanced; a work plan for capacity-building and exchanges has been set for 2023.



Paula Bueno

Young Professional Regional Focal Point: Rodrigo Arias

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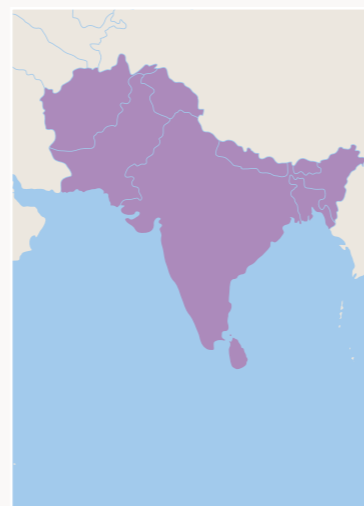
SOUTH ASIA

Regional Vice Chair: **Sonali Ghosh**

WCPA South Asia started the year proactively by participating in the 2nd Asia Parks Congress and the Steering Committee meeting in Malaysia. Several of the regional members also participated as speakers/presenters in the plenary and thematic sessions during the congress.

Due to wide publicity through scientific and peer-learning groups, the overall membership of the WCPA South Asia region increased from around 177 to 246 at the end of 2022.

Social media tools such as WhatsApp group and google group have also been constituted for informal discussions and knowledge exchange among the members.



Sonali Ghosh

Young Professional Regional Focal Point: Amrita Menon



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SOUTHEAST ASIA

Regional Vice Chair: **Amran Hamzah**

The first half of 2022 was spent focusing on the preparations for the 2nd Asia Parks Congress (APC). Amran, as part of the APC International Steering Committee, and under the guise of WCPA Regional Vice Chair for Southeast Asia, contributed actively to the overall planning of this important event, including being part of several task forces. As the 2nd APC was held in his home country, Malaysia, Amran was also informally involved in assisting the co-organiser, Sabah Parks, through frequent visits to their office in Kota Kinabalu to conduct discussions and provide insights on how to organize the event.

During the actual event in Kota Kinabalu, Amran was one of the plenary speakers and his presentation was on 'Nature Conservation and Cultural Practices: Similarities Across Asia'. During the 2nd APC, was used as an opportunity to reach out to the participants and invite them to apply for membership of WCPA. Consequently, there was a surge in membership applications after the successful event, especially among young and suitably qualified/competent applicants from the South-East Asia region. The YP Regional Focal Point for South-East Asia, Dr. Nadzirah Hosen has also been attracting more youth from the region to apply for WCPA membership. In addition, the Focal Points for Indonesia and the Philippines had been active and successful in attracting new members.

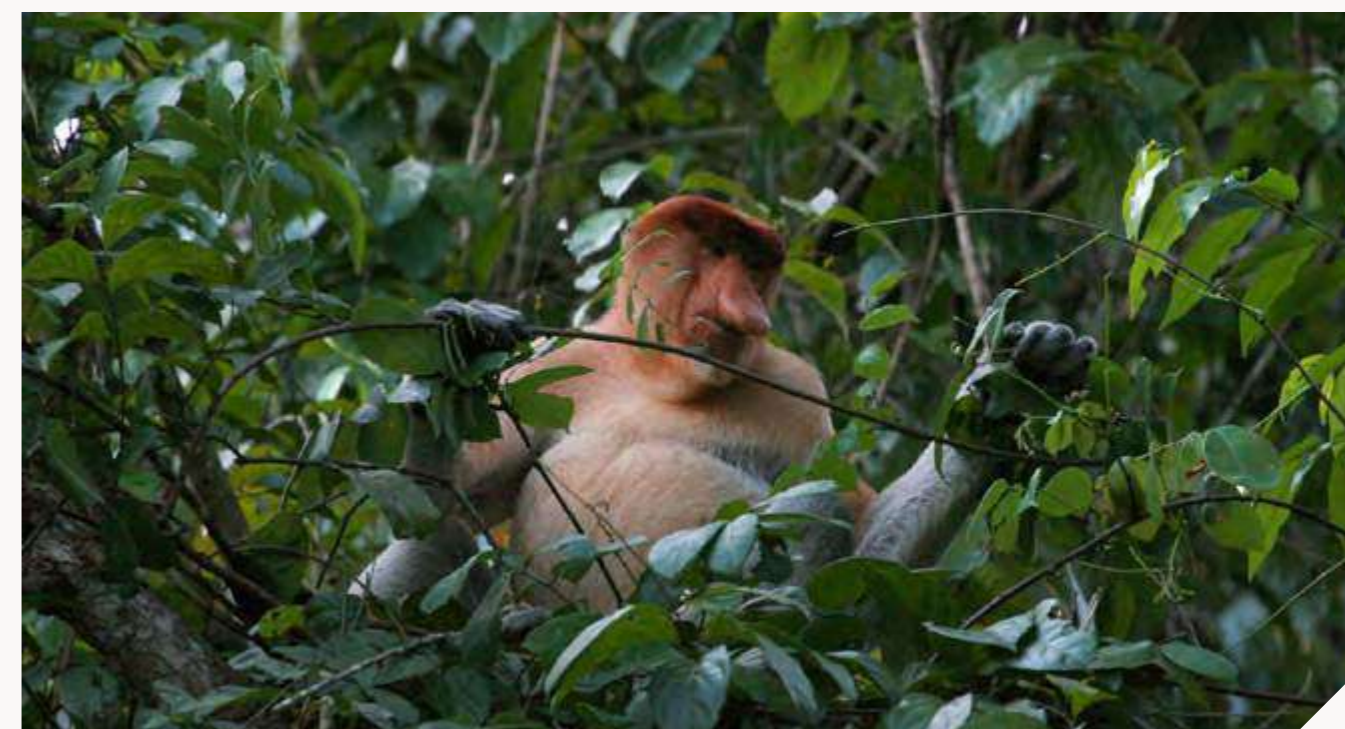
In the second half of 2022, the focus was on strengthening the relationship between WCPA and its members in the region. Given that this issue had been constantly raised during past IUCN/WCPA events and correspondence with members, a Members Survey was conducted, with the assistance of the YP Focal Point. The aim of the survey was to elicit feedback and views from members on their satisfaction levels in relation to being a member of WCPA and how the contribution of members could be further improved.

The survey had a high response rate of 65% (42 out of 65 members). Overall, the majority of members were satisfied with their membership of WCPA but identified that engagement and communications as the two main areas that could be further strengthened. Interestingly, members revealed that intrinsic motivation (love for nature, passion for conservation, etc.) was more important to them compared to extrinsic motivation (involved in projects, involved in missions). The findings of the Members Survey had been presented to members in Malaysia during which there was a consensus that the main findings and recommendations from members could be used to guide the activities of WCPA in the region for 2023.



Amran Hamzah

Young Professional Regional Focal Point: Nadzirah Hosen
Country Focal Point: Agus Utomo (Indonesia)
Country Focal Point: Focal Point: Aldrin Mallari (Philippines))



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WEST AND CENTRAL AFRICA

Regional Vice Chair: Florence Palla

The year started with participation in the WCPA Steering Committee meeting, held in May 2022, as well as in the meetings of the Executive Committee Meeting, whose role is consultative. These meetings were an opportunity to present an idea for action on Green spaces in African cities: a deal against global warming and biodiversity restoration. Although it was not retained as an action to be carried out under the aegis of WCPA, it makes it possible to initiate and pursue reflection on the role of cities as reservoirs of Biodiversity in Africa and beyond, and to take into account Resolution 067 Call For Nature in CITIES issued at the last IUCN congress.

The Protected Area Management Effectiveness assessment exercises have continued with a focus on 'management' to ensure that the priority elements for developing or implementing a management plan are available to facilitate decision-making on the ground. However, there is still a need to focus on the good governance aspect of these same conservation areas. A commitment has been made to integrate the Green List Standard and Management Effectiveness Specialist Group given the dynamics underway in Central and West Africa and the commitment of Technical Partners through conservation NGOs implementing projects/programmes on the ground. In February 2022, a workshop was organised in Saly, Senegal by the secretariat of the Abidjan Convention to harmonise the definitions, concepts and management methods of marine protected areas as tools for the protection, management and enhancement of the marine and coastal environment of the Atlantic coast of the West, Central and Southern Africa region. This consultation made it possible to mobilise expertise to help the secretariat draw up an Additional Protocol on MPAs. The creation of marine protected areas continued in Congo Brazzaville, as well as the Grand Bereby marine protected area, which is the first to be officially created by the Government of Côte d'Ivoire under the auspices of the Abidjan Convention. These results place the two regions as important actors for ocean conservation. In addition, the first edition of the State of the Marine Protected Areas of West Africa has been developed and will be officially presented during IMPAC 5 in February 2023 in Vancouver, Canada.

Throughout 2022, there has been a strong ownership of the OECM concept with an ongoing identification of potential sites and the production of mapping products in Central Africa (Democratic Republic of Congo) and West Africa (Senegal). A French-speaking webinar 'AMCEs (OECMs) - what is it? What matters?' was organised in October, 2022 with case studies from both regions. Legislative aspects will need special attention to accelerate the recognition of these conservation areas in order to align these efforts with the 30x30 target.

Events in 2022 focused on contributing to the organisation of APAC in Kigali with a strong involvement in the Technical Committee of members in charge of facilitating and consolidating the recommendations of the different thematic sessions. In May 2022, participation in the 2nd APC in Malaysia enabled a presentation to be made on 'From Knowledge to Action: How can Asia benefit from Protected Area experiences from Africa, the Caribbean, and the Pacific?' In December, participation in CBD COP 15 was another opportunity to speak on the panel in the session 'Identifying, Recognising and Reporting OECMs: Experiences in Implementing COP Decision 14/8' with a focus on the situation in Central and West Africa.

The YP Regional Focal Point was involved in the preparation of the Francophone webinar on OECMs organised in October, as well as the translation of the technical guide into French. The YP was able to benefit from various supports to actively participate in regional and international fora in order to stay connected and aligned with initiatives driven and animated by other young people around the world.

For the communication component, the regional taskforce has been maintained and strengthened. It held a meeting in September 2022 in view of the many changes that have taken place within the WCPA on the one hand, and the new governance that is gradually being put in place for the 2021-2025 term. A taskforce has contributed to the structuring and content of the newsletter, which allowed the 10th edition to be produced and published in December as a prelude to COP 15.



Florence Palla

Young Professional Regional Focal Point: Yves Olatoundji



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SCIENCE AND BIODIVERSITY

Thematic Vice Chair: **Stephen Woodley**

The focus of 2022 was scientific input to, and preparation for, the COP15 of the CBD. This included being part of the IUCN delegation to the Open-Ended Working Group meeting in Geneva (OEWG3), Nairobi (OEWG4) and Montreal (OEWG5) as well attending the full CBD COP15. To support the IUCN position, we prepared five focused peer reviewed papers and three technical briefs (see below) focused primarily on Goal A, and Targets 2 and 3.

In preparing for CBD COP15, the Science and Biodiversity theme worked closely with the Beyond the Aichi Targets Task Force which provided scientific and policy information to IUCN, Parties and worked closely with a range of NGOs, including the High Ambition Coalition (HAC). This involved three webinars to HAC members and participation at a HAC press conference speaking to the science being 30x30 and guidance on the qualitative elements.

In addition, scientific advice and information was provided to commission through the Science Facebook site, webinars (on the science behind 30x30 and OECMs). We also co-designed the EUs Biodiversa call letter with Kathy MacKinnon and participated on the scientific review committee for the project. This resulted in an impact of several million Euros in biodiversity science focused primarily on protected areas. The Vice Chair was also the keynote Speaker at the Canadian Parks Collective for Innovation and Leadership conference and interviewed [for a publication in New Scientist](#). The Science and Biodiversity theme also participated in the Protected Areas and COVID 19 Task Force, the OECM Specialist Group, the Connectivity Conservation Specialist Group and provided support and advice to the Commission Chair on a range of commission management issues.



Stephen Woodley



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CONSERVATION OUTCOMES

Thematic Vice Co-Chairs: **Nick Salafsky, Paola Mejia Cortez**

A key aspect of the ambitious Target 3 of the GBF is that we can't just focus on the quantity of protected and conserved areas (PAs & OECMs), but also have to ensure quality – so that we are developing systems of protected areas and other effective area-based conservation measures that 'are effectively conserved and managed.' WCPA is uniquely positioned to help the global community ensure that the PAs and OECMs in the 30x30 target are effectively and equitably managed. To this end, WCPA's initiative and associated Task Force is designed to ensure that the global push towards 30x30 *includes a credible and practical definition of conservation effectiveness and to provide the global community with the guidance and tools to operationalise and measure effectiveness.*

Specific activities that we undertook in 2022 include:

- **Launched the Conservation Effectiveness Task Force** – We officially launched this [Task Force](#) which currently includes around 40 members. We also held several working meetings and worked with the Task Force to develop our four-year strategic work plan which includes:
 1. Developing a generic framework to assess and report outcome-based effectiveness;
 2. Piloting this framework in a number of PA Systems around the world;
 3. Promoting adoption of this framework; and
 4. Supporting adoption of this framework at a global scale.
- **Developed Rosetta Stone of Effectiveness Frameworks** – This [Rosetta Stone](#) compiles and compares existing frameworks and tools for assessing protected area effectiveness to identify key criteria as well as gaps in these existing frameworks.
- **Developed Effectiveness Quiz Tool** – This [Quiz Tool](#) provides a fun and engaging way to help practitioners and policy makers understand the key components of protected area effectiveness.
- **Held COP Side Event** – We worked with RedParques to hold a [side-event](#) at the Montreal COP focusing on outcomes-based effectiveness featuring work done by protected-area systems in Latin America.
- **Developed Lexicon of Terms for Area-Based Conservation** – Although it was a bit separate from the Conservation Effectiveness Task Force, our initiative also led a separate Task Force commissioned by the WCPA chair to develop a [Standard Lexicon of Terms for Area-Based Conservation](#).



Nick Salafsky



Paola Mejia Cortez



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SCALING NATURAL SOLUTIONS

Thematic Vice Chair: Brent Mitchell

After 14 years leading WCPA's Specialist Group on Privately Protected Areas and Nature Stewardship, in 2022 Brent Mitchell leaned into his new role as Thematic Vice Chair for Scaling Natural Solutions. Though succeeding the theme of Natural Solutions, Scaling Natural Solutions is conceived to be rather different, especially with a role to expand the Commission's capacity in a number of ways. For example, this theme is managing WCPA's fiscal sponsor relationship with the NGO Re:wild.

A grant from the Gordon and Betty Moore Foundation will allow WCPA to create a Task Force on Protected Areas and One Health. This gives WCPA the opportunity to explore, over two years, how parks and conserved areas can have a greater role in promoting planetary health, and reducing risk of zoonotic disease spillover in particular. This stems from a special issue of WCPA's journal PARKS on COVID-19, which Brent co-edited with Adrian Phillips (another former WCPA chair).

Like others, WCPA is stepping up to play roles in the implementation of the GBF, especially Target 3 to protect and conserve 30% of land, inland waters, coastal and marine areas by 2030 ('30x30'). In 2022, WCPA was very much on the agenda at CBD COP 15, including coordinating side and pavilion events, ultimately with 17 sessions led by or significantly involving WCPA experts. Our Commission also co-organized with the CBD Secretariat a half-day, invitation-only meeting to frame a new Target 3 Partnership, re-imagined from the experience of the POWPA and Aichi 11 partnership, involving major donors, Parties, Indigenous peoples' representatives, NGOs, regional support organizations and major donors.

Our Commission is also the lead on a project to produce a *Guide to Inclusive, Equitable and Effective Implementation of Target 3*. This highly consultative project, funded by the GEF through WWF-US, began in 2022 and will conclude in mid-2023. Please see [T3Guide.info](#) for more information. Another Task Force is being set-up on Harmonization of Classifications and Nomenclatures of area-based conservation, work that takes on new urgency now that the text of Target 3 has finally been agreed under the Convention on Biological Diversity.

This Scaling Natural Solutions Theme had other salient activities such as being actively involved in the Asia and Africa parks congresses, led on a summary of outcomes published in *PARKS*, contributed extensively to communications, launching the first WCPA newsletter (the ABC Bulletin) and first dedicated website apart from the IUCN website, [WCPA.info](#).



Brent Mitchell

“Building on our reputation for evidence-based technical advice, WCPA must scale up our efforts to meet critical challenges in nature conservation, climate change, and planetary health.” – Brent Mitchell



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MARINE

Thematic Vice Chair: Felipe Paredes

Following the approval of the new vice chairs in February of 2022, WCPA marine vice chair have been connecting with previous vice chair and all SG and TF such as High Seas SG, Marine Connectivity SG, Important Marine Mammal Areas (IMMA), marine climate change WG, and other. The Terms of Reference were updated and presented at WCPA Steering Committee Meeting in Kota Kinabalu in June 2022.

In June 2022 WCPA Marine as co-chair of the International Marine Protected Areas Congress (IMPAC) planned with IUCN Oceans team and the International Steering Committee (Australia, USA, France and Chile), a selection process for the host of the next International Marine Protected Areas Congress (IMPAC6) in 2026 (to be confirmed). The two phases process was planned and conducted up to December 2022. Five intention proposals were received at phase 1, two passed to phase 2; New Zealand and Senegal. Both proposals were complemented in a full proposal and online interviews were conducted. The International Steering Committee and IUCN WCPA selected Senegal as the host of IMPAC6, the first marine protected areas congress to be held in Africa. Senegal was announced in Vancouver for IMPAC5.

In July 2023, WCPA Marine Vice Chair attended the United Nations Oceans Conference (UNOC) in Lisbon, Portugal. Marine protected areas were an important theme at the UNOC. WCPA participated in two side events, 1) The presentation of the [International Partnership on MPAs, Biodiversity, and climate change](#) at a Climate and Oceans Coalition and 2) talk about MPA governance in Chile's MPA event.

Since August of 2022, WCPA marine has been part of the organization committee of the project Agenda 30x30 in Latin America, funded by Re:wild. This is a capacity building project that will conduct webinars and online courses of OECMs and MPAs the first semester of 2023.

In November 2022, WCPA is proposed to be technical advisor of the Coalition 'Americas for the Protection of the Ocean', which has a main objective of creating a space for collaboration, cooperation and coordination at a political level on MPAs and OECMs in the Pacific. The nine countries part of AMPO are Canada, Chile, Colombia, Costa Rica, Ecuador, Mexico, Panama, Peru and the United States.



Felipe Paredes



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GOVERNANCE, EQUITY AND RIGHTS

Thematic Vice Chair: Helen Tugendhat

Under the Governance, Rights and Equity Theme, a priority task for 2022 was to review and confirm a revised Terms of Reference for the Specialist Group on Governance, Rights and Equity, a process finalized by end May 2022 with new TORs adopted in English, Spanish and French.

2022 was dominated by three key processes of particular importance to the Theme of Governance, Rights and Equity: the continuing negotiations on the post-2020 Global Biodiversity Framework; the convening of the second Asia Parks Congress and the convening of the first African Protected Areas Congress. In addition to these key processes, there were emergent issues that needed attention.

In May, the theme co-convened the Indigenous Peoples' and local communities' forum at the 2nd Asia Parks Congress, in collaboration with the Asia Indigenous Peoples Pact (AIPP), a regional network, and PACOS Trust, a Sabahan indigenous organisation. The pre-meeting was very well attended, with 247 Indigenous and community participants in total from nine countries (nearly 200 were Sabahan or Malaysian). Discussions covered a wide array of situations and experiences, which were combined into a collective Declaration, for the Asia Parks Congress and also specifically addressing the next World Parks Congress. The Api-Api Declaration (named for the pre-colonial name for the area in which Kota Kinabalu is built) was formally read to the Asia Parks Congress as part of the proceedings. The declaration was notable for its reflections on concerns with emerging climate and NbS markets and certification and made clear recommendations about the on-going legacy issues of parks in the region, as well as on-going expansion without consent. Key messages from the Api Api Declaration were also fed into the [Kinabalu Declaration](#) from the whole Congress.

In June, the African Protected Areas Congress was held in Kigali, Rwanda, the first Africa-wide protected areas meeting organised by WCPA, in collaboration with AWF and the government of Rwanda. Prior to the Congress itself, WCPA, through the Governance Equity and Rights theme, and IUCN CEESP supported two preparatory meetings: the ICCA Consortium's Africa regional assembly and a two-day pre-meeting organised by ICCA Consortium and IMPACT Kenya. During the Congress, Indigenous Peoples' and local communities' voices were well represented and some powerful collective statements and declarations were issued and received good media coverage. The Indigenous Peoples' and local communities' opening statement, delivered by Milka Chepkorir (Sengwer woman leader from Kenya), was a very clear call for reforms in how conservation is done in Africa and the final Kigali Call to Action issued from the Congress as a whole made reference to Indigenous Peoples, the importance of free, prior and informed consent (FPIC), the urgency of addressing historic and on-going marginalization caused by the imposition of protected areas and the critical role of Indigenous and traditional knowledge systems.

With regards to the GBF, there was participation by WCPA members tracking equity, rights and governance issues in the negotiation sessions in Geneva, in Nairobi and in Montreal. A formal side-event during COP15 was designed and led by the theme together with the IUCN Secretariat, WWF and WCS. The event showcased efforts to enhance equity in a range of protected areas, across governance types, including Indigenous protected areas, shared governance, and Government-led protected areas. We also provided support links between the WCPA, the IUCN Secretariat, and the International Indigenous Forum on Biodiversity (IIFB) during the June and December negotiations, a link also supported by the Human Rights Team in the Secretariat.

The theme also supported the IUCN-wide response to violent evictions in the Loliondo area in Tanzania, supporting the drafting of a public statement clearly indicating that such actions were incompatible with rights-based conservation and against what IUCN stands for and supports.



Helen Tugendhat



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CAPACITY

Thematic Vice Chair: Mike Appleton

The Capacity Theme of WCPA has made substantial progress in 2022 in laying the foundations for addressing the capacity implications related to the new CBD targets, and to changing approaches in how PCAs are perceived, governed and managed.

Members of the thematic group worked together with a range of experts and practitioners to publish in Nature Sustainability the first global survey of protected area personnel (and specifically rangers) since 1999 (see page 17).

Building on this study, the thematic group is building a substantial body of work on considering protected area capacity as a workforce issue. We are focusing on our role as co-founders of the Universal Ranger Support Alliance (URSA: ursa4rangers.org), which has in 2022 been highly active and effective in building a global framework of standards and guidance for professionalisation of the ranger sector. This work takes a very broad view of who rangers are, encompassing many of those engaged in most aspects of site-based work in protected and conserved areas (beyond law enforcement). Headline initiatives supported by URSA include a new global code of conduct for the International Ranger Federation, reviews and guidance on safeguarding ranger well-being and on building trust between rangers and communities, and development of a draft regulation for the working conditions of rangers in the format of the International Labour Organisation. We are now starting advocacy work with governments, donors and NGOs to secure adoption of these standards and practices. This body of work has been the main focus of our activities at the Asia Parks Congress, the Africa Protected Areas Congress, the Africa and Europe Ranger Congresses and CBD COP 15.

We have also had a leading role in organising and presenting the second IUCN WCPA International Ranger Awards (in partnership with Conservation Allies, Re:wild, The International Ranger Federation and WWF) recognising outstanding work by 21 individual rangers and ranger teams around the world, and providing US\$170,000 in support for the protected areas of the winners. The awards ceremony was a highlight for many at the Africa Protected Areas Congress.

Alongside our work with personnel of established protected areas, our work is considering the implications of the establishment of OECMs as a component of the expanded global network of protected and conserved areas. This work encompasses building capacities for identifying and recognising OECMs, identifying who the new stewards of the network are, and understanding their capacity needs, and how they might best be met. This work is being conducted initially in Latin America in partnership with Regional Vice Chairs and funded by Re:wild and with a specific focus on Indigenous owners.

More widely we continue to promote training and learning on protected and conserved areas through our popular Facebook group (PA and Conservation News), assessing and addressing the capacity implications of the Green List Standard for Protected and Conserved Areas, and engaging with a wide range of capacity providers.



Mike Appleton



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PEOPLE AND PARKS

Thematic Vice Chair: Karen Keenleyside

In 2022, our theme started implementing the #NatureForAll Strategic Direction for 2021-2025, Ecological Pathways to Change: 2021 and Beyond, focusing on three key areas: inspiring love of nature, weaving communities and fostering enabling environments.

Inspiring love of nature. Connecting people of all ages and cultures in a worldwide movement to share their love of nature in order to conserve and care for it:

Started a global storytelling campaign, gathering inspirational stories and examples from WCPA and CEC members and #NatureForAll partners about their love and action for nature.

Weaving communities. Facilitating the development of #NatureForAll communities throughout the world:

- Engaged with many of the initiative's 570+ partners, from 80+ countries, to provide them with opportunities to share their best practices, make new connections with other organisations, and forge new partnerships for nature
- Identified regional #NatureForAll chairs in Canada and the USA to help bring partners together geographically.
- Fostered the development of regional collaborations amongst partners in India, Latin America, and Eastern and Southern Africa.

Ensured #NatureForAll representatives were present and engaged at numerous international and regional conferences

Fostering enabling environments. Facilitating and encouraging the development of policies and practices that lead to greater action for nature conservation worldwide (focused on 4 thematic areas: protected and conserved areas, urban, youth, and health and wellbeing)

- Continued to promote the value and importance of protected and conserved areas as solutions to global challenges and some of the best places to connect with nature -
- Continued working with partners on highlighting the importance of urban nature -
- Continued to promote youth/young professional engagement in conservation and supported the CEC on their greening school grounds initiative
- Assisted the WCPA health and well-being specialist group on moving forward their work

Communications

- Reached out to more than 100 #NatureForAll partners for focused partner engagement opportunities and helped facilitate approximately 50 direct introductions between partners.
- Published and shared a regular #NatureForAll newsletter with 3,000+ subscribers and co-hosted three #NatureForAll dialogues (webinars) with the CEC.

Continued engaging partners on social media, but with a focused effort on Instagram given the declining use and value of both Twitter and Facebook.



Karen Keenleyside



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WORLD HERITAGE

Thematic Vice Chair: Cyril Kormos

2022 involved the usual WCPA activities in support of IUCN's statutory role as technical Advisory Body on natural and mixed sites to the World Heritage Convention (i.e., nomination review, panel participation and decision drafting support - though no Committee meeting this year given the political challenges). There was also a strong focus on advocacy work given the CBD's COP 15.

With respect to advocacy, there were three areas of focus. One was climate change and the World Heritage Convention, specifically the reluctance of States Parties to accept inscription of their sites on the World Heritage in Danger for climate change related impacts, which many governments view as excessively punitive (even though Danger Listing is in fact a call to action rather than a punishment). A report was published by Griffith University in Brisbane, Australia, proposing a separate climate change WH Danger List, outlining the conditions under which a site could be inscribed on this new list and using the Great Barrier Reef as a case study. This was submitted to the World Heritage Committee's climate change policy review and to government officials in Australia where VC-WH took up an active role.

A second key area of advocacy was on primary forests, in particular continuing to work with the GEF on its 'Integrated Program' on primary forest protection, and to promote primary forest conservation at the CBD's COP 15, which we did via [side events](#) and through a [global call for primary forest protection](#) supported by WCPA. This is a key area of advocacy because the World Heritage Convention is a critically important mechanism for primary forest conservation globally and GEF funding plays an important role in strengthening the management of many large, forested protected areas that are also World Heritage sites.

The final area of advocacy was around integrating the concept of ecosystem integrity into the GBF at COP 15. We played an important role in doing so, including coordinating numerous side events at COP 15, and the new GBF includes at least four mentions of ecosystem integrity. This is a fundamentally important breakthrough as the World Heritage Convention includes 'integrity' as a pillar of OUV. This therefore provides a key policy and conceptual linkage between the two conventions.

A network of young conservation professionals with expertise in World Heritage within WCPA is now in the works. The IUCN Heritage and Culture Programme, WCPA Young Professionals and myself are holding calls and have developed a concept note to take this work forward. I also participated in the Asia Parks Congress in Kota Kinabalu, chairing a side event on WH, and in the Steering Committee meeting in Kinabalu National Park.



Cyril Kormos



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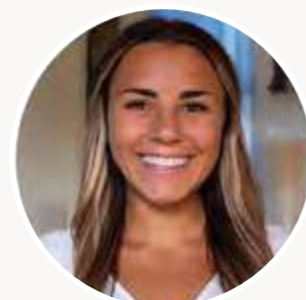
YOUNG PROFESSIONALS NETWORK

Network Coordinator: **Erinn Drage**

The WCPA Young Professionals Network saw a successful year in 2022, with several key events and great progress in developing a work plan. In early 2022, we launched the recruitment process for new WCPA Young Professional (YP) Regional Focal Points (RFP) for each of WCPA's 12 operating regions. The role of the YP RFPs will focus primarily on two priorities: 1) to act as the point of contact for new and existing YP members across their region, including building communication channels and community amongst YPs in the region; 2) to work closely with their Regional Vice Chair to deliver on WCPA priorities in the region. This not only provides much needed support to the Regional Vice Chair and their activities, but also allows for meaningful mentorship opportunities for up-and-coming young protected area professionals around the world, building capacity for our future conservation leaders

In addition to continuing to lay the foundation for the work ahead, the YP Network was active in international events this year. At the Asia Parks Congress, WCPA co-hosted a 2-day youth forum alongside Sabah Parks and South Korea National Parks Service. The Forum brought together over 150 youth from across Asia and the world in dialogue about the future of parks, protected and conserved areas across Asia. A few months later at the Africa Protected Areas Congress, WCPA lead and co-hosted the Youth Pavilion under the banner of #NatureForAll. The Youth Pavilion included a full schedule of youth-led and youth-centred presentations, workshops, and activities, providing a platform otherwise unavailable to young people at large international Congresses. Not only did WCPA host the cornerstone youth spaces at these two large events, but we also sponsored young people to attend these international fora. In total, WCPA sponsored nine YPs to attend the APC with full funding from the Commission and a further three WCPA YPs to work as organizers, volunteers, and presenters at the #NatureForAll Youth Oasis pavilion at APAC. In both cases, we heard excellent feedback from the YPs about the opportunity to attend and fully participate in these meetings.

Finally, in an effort to better integrate YPs into WCPA, the YP Network worked closely with several Specialist Groups to directly place young people within ongoing Commission work. This included placing two YPs on the newly formed WCPA Publications Committee as well as sending out a call for applicants for YPs to join the OECMs Specialist Group and Protected Areas and Climate Change Specialist Group. The strategy of preparing Terms of Reference for YP participation in WCPAs work is one that we are still exploring, and intend to build upon in 2023.



Erinn Drage



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PROTECTED AREAS CLIMATE CHANGE SPECIALIST GROUP

Co-Chairs: Risa Smith & Lauren Wenzel

This was a very active year for the WCPA Protected Areas Climate Change Specialist Group. Risa Smith, as the co-lead, was joined by Lauren Wenzel as the new co-lead. Lauren reactivated the Marine Sub-Group and began a project, under the lead of US/NOAA to develop a Climate Assessment Tool for MPAs. The group led several publications and participated in international meetings, including the CBD (SBSTTA, OEWG, COP15) and UNFCCC (COP27). They published a technical brief on [Protected Areas and Climate Change](#) that was used for both COPs. At both COP27 of UNFCCC and COP15 of CBD the biodiversity and climate change nexus was promoted. The specialist group organized two successful side-events at COP15 in the Nature Positive and Canada Pavilions and members participated in many side-events organized by others, including the integration of climate change considerations into MPA network management.

A 3-year project to develop Good Practice Guidelines for Climate Change Mitigation in Protected Areas was initiated with funding from the Korean National Parks Service. In this first year a technical drafting team and protected areas managers advisory group were created. A survey to better understand how to communicate these guidelines was conducted in English, Spanish and French and preliminary results have been developed. The results will be published and widely distributed with WCPA and other networks as they will be useful for future publications. A chapter on climate change and protected areas was submitted to a new publication on management of protected areas. Specialist group members participated in the production of several other publications related to the biodiversity/climate change nexus. A first draft of the technical report has been prepared, although as expected this first draft is rough and has many gaps that still need to be filled.

Partnerships were renewed with other IUCN Commissions, specifically the Species Survival Commission on the Commission on Ecosystem Management.

On the organizational level the strategic directions were revised to be simpler and more easily communicated, using three main goals: 1) International influence; 2) Tools to Enable Climate Change considerations into protected and conserved area management, planning and decision-making; 3) Support national and regional implementation of a Climate Change/Biodiversity/Human Well-being Nexus. As well, the Climate Change/Biodiversity Nexus was recognized as a special focus for WCPA for the first time.



Risa Smith



Lauren Wenzel



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CONNECTIVITY CONSERVATION SPECIALIST GROUP

Chair: Gary Tabor; Deputy Chair: Jodi Hilty

The [Connectivity Conservation Specialist Group \(CCSG\)](#) grew to 1,300+ members in 125+ countries by the close of 2022. Highlights of the year are outlined below.

Supporting efforts and [outcomes](#) to elevate ecological connectivity in the GBF, including:

- Goal A includes ecological connectivity as a fundamental requirement for the functionality of ecosystems;
- Target 2 operationalizes ecological connectivity as part of maximizing the benefits and outcomes of restoration for entire landscapes and seascapes;
- Target 3 highlights that ecological connectivity helps to achieve the 30x30 target; and
- Target 12 supports maintaining and designing for ecological connectivity in urban/high intensity agricultural areas;

Measurement in the Monitoring Framework using a variety of indicators (Re Goal A: CMS Connectivity Indicator, Dendritic Connectivity Index, Ecosystem Intactness Index, Forest Fragmentation Index, PARC-Connectedness, Protected Connected (Protconn) Index, Relative Magnitude of Fragmentation, River Fragmentation Index, and Trends in mangrove forest fragmentation; Re Target 2: Maintenance and restoration of connectivity of natural ecosystems; and Re Target 3: PARC-Connectedness, Connectivity Indicator (in development), Protected Area Isolation Index (PAI), and Protected Areas Network Metric (ProNet)).

The SG also made an official submission to the CBD/CoP-15 website '[Ecological Connectivity Indicators for Measuring Progress Towards the Post-2020 Global Biodiversity Framework](#)'. This report of expert and CBD Party consultations includes the key recommendation that a headline indicator be included as part of the Post-2020 GBF monitoring framework as follows: Status and trends in ecological connectivity: structural, functional, and migratory connectivity across terrestrial, coastal/marine, and inland aquatic ecosystems.

Participation at the 2nd Asia Parks Congress included supporting organization and outcomes under Working Group 3 'Connectivity & Transboundary Conservation' and agreement on the [Kota Kinabalu Declaration](#) containing:

- Commitments to maintaining and restoring fragmented ecosystems and avoiding or mitigating the impacts of new infrastructure and environmentally destructive activities;
- Establishing and restoring ecological connectivity through networks of protected and conserved areas; and
- Securing natural habitat and improving connectivity of protected areas to maintain viable populations of critically endangered species.

The SG participated at the 1st IUCN Africa Protected Areas Congress, especially contributing to Stream 1 'Promoting Effective and Well-managed Networks of PCAs in Africa' and Cross-cutting Theme 6 on 'Infrastructure and Biodiversity', as well as coordination of recommendations and drafting among colleagues and institutions culminating in the [Kigali Call to Action for People and Nature](#) that includes 'Restoring fragmented and degraded ecosystems and avoiding or mitigating the impacts of climate change, new infrastructure and environmentally destructive activities, thereby maintaining ecological connectivity through networks of protected and conserved areas, including OECMs and transboundary areas.'

Other highlights included the translation of the '[IUCN Guidelines for conserving connectivity through ecological networks and corridors](#)' into Korean and Mongolian and contributing toward conceptualization and formation of Parks Canada's new [National Program for Ecological Corridors](#) based on the definitions of 'ecological connectivity', 'ecological corridors', and 'ecological networks' provided in the 2020 IUCN Connectivity Guidelines. The program is now undertaking collaborative approaches for the



Gary Tabor



Jodi Hilty



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development of national criteria for the identification of corridors and supporting pilot projects. The SG contributed to the first meeting of the [‘CMS Intersessional Working Group on Linear Infrastructure’](#) in Germany. With over 50 participants attending from around the world, the meeting assisted the Convention on Migratory Species Secretariat to develop a set of 29 recommendations for Parties, the CMS Scientific Council, and Secretariat to better address the impacts of infrastructure on migratory species. The recommendations are expected to be advanced by the Scientific Council for official adoption.

The SG also served as focal point to contribute to, and monitor implementation of, IUCN Policy Resolutions [‘Ecological connectivity from local to international levels’](#) and [071 ‘Wildlife-friendly infrastructure’](#). We continue to co-lead the [Wildlife Connect](#) Initiative with WWF-International working in four pilot landscapes: Carpathians, Central India, Pantanal-Chaco (PACHA), and Southern Kenya-Northern Tanzania (SOKNOT), including an official launch at a side event during UNFCCC/CoP-27 in November 2022.

Finally, we assisted in advancing region- and species-specific connectivity conservation through:

- The Marine Connectivity Working Group (MCWG), which presented the [Marine Connectivity Conservation ‘Rules of Thumb’ for MPA and MPA Network Design](#) in four key marine/coastal scientific and policy-related fora;
- The Asian Elephant Transport Working Group (AsETWG), which contributed toward formulation of commitments by the 3rd Meeting of Asian Elephant Range States to promote wildlife-friendly infrastructure; and
- The Latin American and Caribbean Transport Working Group (LACTWG) which supported a 250-participant [‘Bolivian Workshop on Wildlife Crossings’](#) producing 50 conclusions and recommendations.



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FRESHWATER SPECIALIST GROUP

Co-Chairs: **Harmony Patricio & Rebecca Flitcroft**

This year we have made a start at organizing the Freshwater Specialist Group (FSG) to better engage our membership through sub-group assignments and workshops, and to make our goals/objectives more targeted to group membership interest and capacity.

Another innovation for this quadrennium beyond our new organization, is a pilot effort to develop a FSG Youth engagement program. We have two enthusiastic and creative leads for this effort, and are beginning outreach to bring in several new youth members who will be able to be mentored from within the FSG.

We have also been active in a variety of other efforts including:

- Facilitation zoning at Lake Ohrid – the FSG convened a group of participants to discuss applied issues of freshwater protection and zoning options. The outcome was a set of recommendations, implementation however remains unclear.
- Signed on to the Campaign for Nature Letter.
- Facilitated formatting and development of an Inland Water briefing document.

Signed ‘The Watershed Moment for the Convention on Biological Diversity’ which was presented at COP-15 as part of the Kunming-Montreal Global Biodiversity Framework.

The FSG attended and helped with future planning of several events:

- COP15: where the FSG partnered with TNC on side event, attended by several FSG members.
- IMPAC5 2023: we submitted a session that was accepted on ‘Integrating Marine Protections Across Aquascapes’.

UN Water Conference 2023: we contributed to the development of the theme ‘Strengthening river ecosystem protection to facilitate sustainable and resilient development’.



Harmony Patricio



Rebecca Flitcroft



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GEOHERITAGE SPECIALIST GROUP

Chair: **Kyung-Sik Woo**

The Geoheritage Specialist Group (GSG) Steering Committee leadership group met virtually every 3 or 4 months during 2022. Overall, the GSG continues to pursue activities within IUCN Resolutions concerning themes of Geoheritage, Geoconservation, and the Geosciences, namely:

- WCC-2020-Res-074-EN: Geoheritage and protected areas
- WCC-2020-Res-088-EN: Conservation of the natural diversity and natural heritage in mining environments.

GSG members were very involved with the first International Geodiversity Day. Following the establishment of an annual International Geodiversity Day (IGD) by UNESCO in November 2021, the first IGD was held on 6th October 2022. Analysis by Dr Jack Matthews of the Oxford University Natural History Museum shows that 249 events were registered of the IGD website (www.geodiversityday.org) but it is known that many more events were held without being registered. 210 (84%) of events were open to the public. Non-public events included talks in schools and events organised for members of organisations. 185 (74%) were in person, 41 (16%) were online only, and 23 (9%) were hybrid. Events were registered from 39 unique countries. The country with the most events was India with 52, other countries hosting events in double figures were Portugal (30), United Kingdom (29), Spain (26), Romania (21) and Italy (11).

Members of the GSG Caves and Karst Working Group (CKWG) were very involved in the International Year of Caves and Karst 2021-2022. A major accomplishment in 2022 was to update the IUCN publication: [Guidelines for Cave and Karst Protection](#), Second Edition. As of January 2023, the Guidelines have been translated into 10 languages.

The Key Geoheritage Areas (KGAs) Working Group has been outlining the definition of a KGA and how KGAs will complement other existing programs such as the IUGS Geosites Program. The KGAs Working Group is in discussion with IUCN regarding the overall vision of the initiative. KGAs is currently comparing their plan with the strategy that Key Biodiversity Areas took to move their initiative forward.

The Geoconservation & Climate Change Working Group (GCCWG) was established in 2022. This Working Group was formed to assist in increasing the knowledge-base of protected area leaders in order to respond better to climate change impacts by linking Earth science systems to ecological foundations, and to manage natural systems as a 'whole' for best practices in climate mitigation and adaptation efforts. IUCN and its Commissions can engage this Working Group to bring geoscience discussions into biodiversity and ecological science forums. With a focus on 'nature-based solutions', geoscience can bring new ideas and information to current situations. The GCCWG can contribute to action plans within IUCN Commissions and Specialist Groups in priority areas such as: Geohazards and risks, their assessment, management and resilience; Terrestrial desertification; Coastal erosion and hazards; Surface and underground hydrology related to flooding; Long term changes of landforms and landscapes; Deglaciation and sea level rise; Landslides and slumps, surface and underground stability; Carbon sequestration; Short- and long-term intensification trends of catastrophic weather events; and Marine bleaching.



Kyung-Sik Woo



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GREEN LIST & MANAGEMENT EFFECTIVENESS SPECIALIST GROUP

Co-Chairs: **Marc Hockings & Sandra Valenzuela**

WCPA has long championed the cause of enhancing the effectiveness of protected areas management. This endeavour has been supported by the CBD through national governments agreeing to assess management effectiveness as a routine component of their national assessment and reporting systems. This work has underpinned the development of the IUCN Green List of Protected and Conserved Areas Standard, which is based on a global standard for equitable and effective management of protected and conserved areas of all types and under all forms of governance.

The objectives of the Specialist Group are to:

- develop innovative approaches to assessing management effectiveness;
- support compilation, analysis, and reporting of data on management effectiveness as an input to policy and practice ;
- support and provide capacity development on management effectiveness;
- support and provide knowledge, understanding, capacity, and use of the IUCN Green List Standard;
- provide a focal point for the contribution of WCPA to the IUCN Green List programme;

and support the implementation of the IUCN Green List programme, especially through promoting understanding, capacity development, and technical support for the Green List initiatives at regional level and national level.

This new Specialist Group was formed in late 2022 through the amalgamation of the formerly separate Green List and Management Effectiveness Specialist Groups and has been holding online meetings and a member survey to set new directions and priorities for the group which now has 150+ members.



Marc Hockings



Sandra Valenzuela



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HIGH SEAS SPECIALIST GROUP

Co-Chairs: **Nichola Clark, Guillermo Ortuño Crespo & Emily Stokes**

As we write this, States are in the final stages of negotiating a new UN agreement for marine biodiversity in areas beyond national jurisdiction (BBNJ Agreement) under the UN Convention on the Law of the Sea (UNCLOS). The WCPA High Seas Specialist Group (HSSG) has for many years been deeply involved in advancing science, capacity, and policy related to the use of area-based management tools (ABMTs) including marine protected areas (MPAs) for the conservation and sustainable management of biodiversity in areas beyond national jurisdiction (ABNJ). The HSSG is now well positioned to support the transition to the implementation phase of MPAs and other ABMTs in the ABNJ with its unique focus on the scientific research and assessments of priority sites combined with expertise in ecological, oceanographic, and migratory connectivity.

The HSSG focused on a few specific high seas sites this year in our research and advocacy. The Salas y Gómez and Nazca Ridges, the Sargasso Sea, and the Costa Rica Thermal Dome are among the current priorities. (HSSG leadership is directly involved either as members (Sargasso SEa project, Coral Reefs of the High Seas) or in providing scientific support (via the SARGADOM project) Major outputs include publications relevant to these places including 'Borderless Conservation: Integrating Connectivity into High Seas Conservation Efforts for the Salas y Gómez and Nazca Ridge' as well as 'Getting beyond yes: fast-tracking implementation of the United Nations agreement for marine biodiversity beyond national jurisdiction.' This article provides reflections and recommendations on effective implementation of the BBNJ treaty with a particular focus on 1) bringing the agreement into force; 2) building up the institutions, and 3) developing the capacity, science, and technology needed to design and implement area-based management tools including MPAs.

Cumulatively, we published 10 papers, presented at nine workshops including the Pew Fellows Meeting, and attended key intergovernmental meetings. Team leadership also participated in the March and August negotiation sessions for the BBNJ treaty, helping to draft treaty language and argue for stronger language regarding spatial protections, as well as several meetings focused on advancing a universal declaration on ocean rights.

With a new treaty in place to provide the legal mechanism to establish high seas MPAs the WCPA HSSG is ideally situated to serve as a space to bring scientists and practitioners together to advance our goals identified below by:

- Identifying linkages and synergies across institutions and process
- Serving as an objective convener to facilitate the exchange scientific and strategic advice
- Advancing the scientific inputs needed to underpin MPA and other ABMT proposals

WCPA acknowledges Kristina Gjerde for her dedication to the High Seas Specialist Group and her tireless efforts in advancing the Biodiversity Beyond National Jurisdiction Agreement.

Kristina Gjerde and Pat Halpin will remain as advisors to the High Seas Specialist Group moving forward.



Nichola Clark



Guillermo Ortuño Crespo



Emily Stokes



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HEALTH & WELL-BEING SPECIALIST GROUP

Chair: **Jo Hopkins**

The interdependence between planetary and human health is becoming increasingly evident, particularly as we move into a post-COVID world. Never has it been so obvious that our collective resilience, well-being, nutrition, and ability to ward off disease is connected to the quality of our air and water, the food we eat, and the ways we interact with nature. In addition, time spent in nature is beneficial to human health – physically, mentally, emotionally and socially. In 2022, these are the core areas of focus for this Specialist Group.

In the last 12 months, we held two general meetings for all members which focused on setting goals, developing sub-working groups, agreeing on core activities, and providing updates. WCPA Chair, Madhu Rao presented to the Group in March outlining the new strategic vision and priorities for WCPA for the next four years.

The Group continued to promote the [Nature is Good Medicine Call to Action](#) - an outcome of a 2-hour session with over 100 participants at the 2021 World Conservation Congress. The document provides a set of guiding principles for integrating nature and health policies, programs and partnerships and includes an 11-point plan for upscaling and mainstreaming efforts. The Call to Action is also available in French, Spanish, Portuguese and Italian.

On 20 July, a special briefing on the PaRx Program, which was recently launched in British Columbia, Canada, was held with members. Presenter, Dr Melissa Lem, Director Park Prescriptions, BC Parks Foundation, explained the model being used by medical professionals who are successfully prescribing time in nature to assist their patients. Adopting a similar programmatic approach is increasingly becoming a priority for both park and health agencies.

In September, Denise Hewlett accepted an invitation to formally participate on the advisory board of the GreenHealth project as part of the Horizon Bid. The advisory board will be composed of representatives from WCPA, Association for Areas of Outstanding Natural Beauty (UK), Tranquil City (UK), and Surrey Wildlife Trust (UK). The project was submitted for stage 2 evaluation in September 2022 and the board is awaiting further information.

Our work is included in a chapter of a book currently being finalized, as a representative example of international activities for raising the profile of the benefit of protected areas and other forms of green / blue spaces for enhancing public health and well-being. This book will be published under Open Access Conditions, having received a financial award of £11k by Palgrave MacMillan/Springer.

A sub-committee has been established to prepare a Technical Note on Health, Well-being and Protected Areas as a precursor to the development of a larger effort to develop a nature/health toolkit for practitioners. The Technical Note will provide a short briefing on the status of health and nature policy globally – expected completion in 2023. The group has also continued to collate case studies on good practice examples of health and nature initiatives occurring on PCAs for publication on the #NatureForAll website.

Finally, members are continuing to advance the development of partnerships between public health and environmental managers in many countries, driven by members. Looking to 2023, this will be a key priority along with pursuing a partnership with the World Health Organisation.



Jo Hopkins



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MOUNTAINS SPECIALIST GROUP

Chair: **Peter Jacobs**

The focus of 2022 for the WCPA Mountains Specialist Group has included seeking support for and publishing opportunities for the paper and decision support tool that presents our Flagship project: 'Identification of Global Priorities for New Mountain Protected and Conserved Areas.' The paper has been expanded significantly to include work by the United States Geological Society (USGS) on the level of world ecosystem protection and now thoroughly peer reviewed within the USGS. There have been approaches to publish which are being worked through.

We presented our key work: 'Where will the next Mountain Protected Areas come from?' at the Australian Alpine Science Symposium in Jindabyne NSW and spoke at the International Mountains Day celebration in Canberra, Australia.

We continue to produce the quarterly Mountains UPDATE with the 116th edition being produced in December 2022.

We are also brokering a partnership with the Australian National University; College of Science; Research School of Biology to assist and support the work of the WCPA Mountains Group.



Peter Jacobs



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OTHER EFFECTIVE AREA-BASED CONSERVATION MEASURES (OECMS) SPECIALIST GROUP

Co-Chairs: **Harry Jonas & Kathy MacKinnon**

Kathy MacKinnon, co-chair of this Specialist Group passed away just prior to the finalization of this report. The following report reflects the strong role Kathy played in the Asian and African congresses, and the long-term role she played in supporting a robust outcome at CBD COP 15.

Other Effective Area-based Conservation measures (OECMs) were central topics at all three major conservation events in 2022 (the Asian and African congresses and the CBD COP) and will be even more relevant as countries look for guidance and support in implementing the new GBF Target 3 which prescribes at least 30% of terrestrial, inland waters, and marine ecosystems to be protected and conserved in effective systems of protected areas and OECMs by 2030.

The Asia Parks Congress (APC) covered many issues relevant to delivering the new GBF, including OECMs and the key role that Indigenous Peoples and local communities (IPLCs) can play in conserving important biodiversity. The OECM SG hosted a key event on OECMs providing a global overview of what qualifies as an OECM and members also participated in other events concerned with area-based conservation.

The Africa Protected Area Congress also covered a lot of issues highly relevant to delivering the GBF and especially Target 3. There was strong support from participating African ministers and other delegates for more ambitious targets for protection of marine, freshwater and terrestrial ecosystems by 2030. As at APC the OECM SG hosted and participated in five workshops and side events.

CBD COP15 concluded, as hoped, with a strong and ambitious GBF Target 3 emphasising the important role that OECMs will play in helping to halt and start to reverse biodiversity loss by 2030. Members of the OECM SG were active in providing input to the IUCN position on the new GBF, representing WCPA at the COP and hosting an OECM event on national experiences in implementing OECMs as well as participating in other key events.

There is still much confusion over what qualifies as an OECM and countries and conservation organisations are seeking more support and guidance on how to assess areas. There is clearly a great need for further capacity building at regional and national levels which will form the basis of SG work going forward. Recognising, reporting, and supporting OECMs will be a critical element in achieving Target 3. The SG is working with IUCN regional offices ESARO and ARO to develop and implement regional strategies and has set up specific Latin America and the Caribbean (LAC) and working groups to build capacity to recognize OECMs in those areas.

In this context, the SG is revising its strategy and governance framework to reflect the need for an increasingly ambitious and networked approach to the work. This includes drawing on the lessons learned from the piloting of two working groups, one regional one in LAC and one on marine.



Harry Jonas



Kathy MacKinnon



iucn.org/our-union/commissions/group/iucn-wcpa-other-effective-area-based-conservation-measures-specialist

PRIVATELY PROTECTED AREAS & NATURE STEWARDSHIP SPECIALIST GROUP

Chair: Miquel Rafa

IUCN members produced Polish and Portuguese versions of IUCN's Guidelines for Privately Protected Areas. [The Polish version](#) was promoted at a seminar organized by WWF Poland in June 2022, with the participation of the chair and other SG members. Two workshops on PPAs were organized at the Asian Parks and African Parks Conferences in 2022.

The Chair of the Privately Protected Areas & Nature Stewardship Specialist Group participated in the working group of WCPA Europe for the Action Plan 2022-27, introducing PPAs perspective and actions.

We made an agreement with the journal, *Frontiers in Conservation Science*, to publish a special issue on '[Advances in Privately Protected Areas](#)' in 2023, with activities in 2022 focussing on publicizing the volume and encouraging submissions.

We also got an initial agreement with the German BFN International Academy for Nature Conservation to host and organize an international seminar on PPAs in June 2023, recently postponed to June 2024, at their facilities on the Island of Vilm.

We participated in an [URSA \(Universal Ranger Support Alliance\) Webinar](#) in November 2022, explaining what PPAs are and the potential for involvement from rangers' associations.

After some coordination difficulties, we organized a virtual meeting of the core team of the SG in November, aimed to revise actions and plans for the next months.

After the recent agreement on the GBF, we are also planning to develop the role of PPAs in meeting Targets (3 and others).



Miquel Rafa



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SUSTAINABLE FINANCE SPECIALIST GROUP

Co-Chairs: Candice Stevens and David Meyers

The WCPA Sustainable Finance Specialist Group (SFSG) seeks to enable and empower area-based conservation actors by developing and sharing knowledge, building awareness and capacity, and promoting innovation in sustainable finance solutions. Technical support is critical for the success of the newly adopted GBF - this is especially the case with sustainable finance. Achieving global conservation targets requires a strategic and highly collaborative approach to identify, share, and pioneer finance solutions in an integrated manner across conservation landscapes.

Thus, the SFSG was officially launched in 2022 to support the efficient sharing of effective finance tools across different sectors and geographic regions. A successful launch event was held at the inaugural African Protected Areas Congress (APAC) in Rwanda with overwhelming support from participants. Membership has grown to over 450 members and climbing. Membership is open to all WCPA members and diverse skill sets and perspectives is strongly encouraged and welcomed. From this membership base, Thematic and Regional Representatives will be appointed to assist the co-chairs in delivery of the goals of the specialist group in 2023.

The SFSG supported the showcase of innovative finance solutions for conservation land-and-seascapes together with a collaborative group of partners at APAC and the UN Biodiversity COP 15 in Montreal. These showcases concretely illustrated what is possible in developing and implementing new finance solutions for protected areas.



Candice Stevens



David Meyers



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TOURISM AND PROTECTED AREAS SPECIALIST GROUP

Chair: Anna Spenceley

In 2022 membership of the TAPAS Group reached 928. The Group conducted its annual Exco elections and new appointments, established through online voting of group members, for coordinators of the Communities and Heritage (Kelly Bricker) and Capacity Building Working Groups (Anirudh Chaoji). The Exco also appointed a new Vice Chair (Thiago Beraldo Sousa) and a new coordinator of Membership and Communication (Paula Rodriguez). The outgoing Vice Chair (Sue Snyman) is sincerely thanked for her efforts to support the group over many years, and as coordinator of Communities and Heritage.

Our Communities and Heritage and Biodiversity Working Groups conducted webinars for members on topical issues, with invited speakers, which were uploaded to our [YouTube channel](#). Our Task Force on WCC [Motion 130](#) continued implementation, including development of a monitoring tool for signatories, coordination with the IUCN Secretariat on establishment of an inter-commission group, and development of an [IUCN Blog](#) article, and progress reporting to IUCN.

Knowledge developed by the group and its members included 58 peer reviewed papers, in addition to 15 other publications. Notable contributions by members included the World Bank's second edition of [Tools and Resources for nature-based tourism](#), 2nd edition and [online database](#); a Special Issue of the Journal of Ecotourism on [Sustainable visitor experience design in nature-based tourism](#); the book [Conservation, Land Conflicts, and Sustainable Tourism in Southern Africa, Contemporary Issues and Approaches](#), and completion of the Apple Press Book on Ecotourism in the New Millennium.

New TAPAS Group initiatives include [The Routledge Handbook of Nature Based Tourism Development](#), a Special issue of Tourism Planning & Development Journal on [Sustainable and Resilient Nature-based Tourism Development in the Post-pandemic Era](#), an edited book on [Handbook on Managing Nature-Based Tourism Destinations Amid Climate Change](#), and a Special edition of Frontiers in Sustainable Tourism on [Identifying Contributions to Conservation and Community](#). Dissemination and capacity building included 44 presentations at in-person conferences and webinars. These included three events at the WCPA APAC meeting in Rwanda, and support for an event on [Nature Positive tourism](#) (including WCPA Chair Madhu Rao) with the World Travel and Tourism Council and Animondial at CBD COP15 in Canada. The MOOC on [Economic Analysis and Value Chain analysis of protected area tourism](#) was completed with funding from EU's JRC BIOPAMA, using the group's [Visitors Counts!](#) as a key resource source material, and was launched early 2023.

Our [IUCN website](#) and [resources](#) pages were updated, and our social media outreach achieved 20,855 followers on [Facebook](#), and 852 followers on Twitter. The TAPAS 101 presentation was updated and translated into Spanish.

The TAPAS Group's annual survey at the end of 2022 demonstrated that members like the energy; level of activity; networking; collegiality; mutual respect and sharing information – particularly on relevant topical issues; illustrating a diverse range of expertise, skills and ideas. What they like least is the lack of staff and financial resources to create and implement new TAPAS Group projects; that its voluntary membership is fully occupied with existing and professional responsibilities; a desire for more working group meetings; and that not all members participate actively. Members want the TAPAS Group to continue producing publications on good practices for tourism in PAs, the role of tourism in funding protected area management, direct action with tourism providers, and concessions and partnerships.



Anna Spenceley
Chair



Thiago Beraldo Sousa
Vice Chair and Economics



Kelly Bricker
Communities and Heritage



Yu-Fai Leung
Biodiversity



Anirudh Chaoji
Capacity Development



Ante Mandic
Knowledge Development



Paula Rodriguez
Communications and Membership



Ulrika Aberg
IUCN focal point



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TRANSBOUNDARY CONSERVATION SPECIALIST GROUP

Co-Chairs: Piet Theron & Stefania Petrosillo

The Transboundary Conservation Specialist Group has a number of meaningful contributions which they have made to the WCPA's work in the past, such as the compilation of the best practice protected area guideline 'Transboundary Conservation: A systematic and integrated approach' and a number of international training sessions based on the unpacking of this publication. An important component of this has also been the revision and updating of the Diagnostic Tool for transboundary conservation practitioners which provides a basis upon which to assess the feasibility of potential TBC initiatives as well as the effectiveness of existing ones.

The year of 2022 saw the SG leadership initiate and drive a process of seeking new leadership with most of the ExCo indicating that they would be willing to step down to allow new blood to take the lead. In this there is recognition for the time and service that the following gave to the Specialist Group: Kevan Zunckel, Chair; Maja Vasiljević, Vice Chair; Jamie McCallum, Vice Chair; Michael Schoon, Vice Chair; Charles Besançon, Senior Advisor; Trevor Sandwith, Senior Advisor; Peter Shadie, Senior Advisor; Piet Theron, Regional Representative: East & South Africa; Andrew Dunn, Regional Representative: West & Central Africa; Gidon Bromberg, Regional Representative: North Africa & West Asia; Rahimatsah Amat, Regional Representative: Asia; Olivier Chassot, Regional Representative: Central America; Dorothy Zbicz, Regional Representative: North America & the Caribbean; Patrick Lynch, Regional Representative: South America and Boris Erg, Regional Representative: Europe

The process to rebuild the leadership of the Specialist Group has progressed well, although slower than would have been hoped, and two new Co-chairs have been appointed, namely Stefania Petrosillo and Piet Theron. Both have extensive TBC experience and will now lead a process to establish a leaner ExCo with a focus on Regional Representatives, but retaining the services of Kevan Zunckel and Maja Vasiljević as Senior Advisors.



Piet Theron



Stefania Petrosillo



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URBAN CONSERVATION STRATEGIES SPECIALIST GROUP

Chair: Ted Trzyna

The IUCN WCPA Urban Conservation Strategies Specialist Group works to strengthen the ability of conservationists to serve urban people, urban places, and urban institutions by protecting nature in and around cities and making nature accessible to urban people as well as protecting remote wilderness. Within that broad purpose we have defined a more specific role because urban dimensions of conservation are numerous and complex. We focus on things that have been overlooked or neglected, and this has meant going in some new and unexpected directions. This is explained on the [home page of our website](#). Here are our 2022 highlights.

We continued to provide advice on urban protected and conserved areas as a distinctive type of protected or conserved area. This included:

- Commenting on IUCN papers on defining OECMs.
- Accepting an invitation to edit a special number on urban protected and conserved areas of *Parks Stewardship Forum*, published by the George Wright Society and the University of California, Berkeley.
- Working with the IUCN Secretariat on 30x30 and on including urban protected and conserved areas in the IUCN Green List. We arranged for an urban planning graduate student from the Netherlands, Pauline Bekkers, to serve as a summer intern at IUCN Headquarters where she focused on the Green List. Among other things, she facilitated having the Green List process include the mosaic of protected areas in Rio de Janeiro, Brazil, a model of cooperation among agencies from different levels of government.
- Serving as an informal intermediary between IUCN (WCPA and the Secretariat's Washington office) and the [California state](#) government's ambitious 30x30 California initiative.

The Natural Neighbors initiative promotes cooperation within specific metropolitan areas and other well-defined regions among conservation and historic preservation agencies and urban institutions such as museums, zoos, aquariums, botanic gardens, and science centres. The [project website](#) provides background and details. Progress in 2022 included:

- Planning to resume organizing a Natural Neighbors network in the Los Angeles area. This started with meetings and a workshop in 2016 but was interrupted by a change in priorities of a new U.S. national administration, and then the Covid pandemic.
- Developing the concept of Ten Points of Inspiration and starting a pilot project centred on three national parks in California's Mojave Desert (Death Valley, Mojave, and Joshua Tree). The Ten Points are places in and around protected areas that are associated with extraordinary people, events, and ideas that can serve as tangible symbols of the kind of imagination and moral courage that is needed to move the world toward greater justice and sustainability. We believe putting a spotlight on them will help change minds and inspire action. Ten Points of Inspiration and the pilot project are explained in detail at <https://naturalneighbors.org/ten-points-of-inspiration>.

We see Natural Neighbors and Ten Points of Inspiration as part of a movement, still fragmented and not well defined, to bring together nature and culture in conservation practice and to find ways of changing mindsets and behaviour toward justice and sustainability.

Our IUCN Dark Skies Advisory Group, chaired by David Welch of Canada, completed a WCPA Technical Report, *The World at Night: Preserving natural darkness for heritage conservation and night sky appreciation*, which was approved for publication and at year's end was being formatted. This report is a pioneering effort to provide detailed guidance on light pollution management related to protected and conserved areas and historic sites. It covers reasons to reduce light pollution, provides case studies, and discusses policy options.



Ted Trzyna



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WILDERNESS SPECIALIST GROUP

Co-Chairs: Vance G. Martin & John Waithaka

Two big focal points for 2022 for the Wilderness Specialist Group (WSG) were APAC and COP15, with very successful interventions in each, led by Amy Lewis (WILD) at COP15 and Vance Martin and Amy Lewis at APAC. Both of these were directly connected to follow-up on Motion 101-Resolution 125 (Marseille) *Setting area-based conservation targets based on evidence of what nature and people need to thrive*. We consider this activity especially important because it recognizes three aspects critical to addressing climate and biodiversity as integrated threats, not separately:

- Protecting remaining wilderness,
- Rewilding globally, and
- The role/rights/partnerships of Indigenous Peoples and Local Communities (IP&LC) under the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

After significant work by Martin Hawes and Grant Dixon, WSG members from Tasmania, and with considerable review by Nigel Dudley and others, WSG published IUCN Technical Note 10 on The Condition of 'Remoteness' in Considering Wilderness.

As impact and influence of the pandemic winds-down, discussions began about a possible 12th World Wilderness Congress (though not yet actual planning).

Enthusiasm continues to increase for countries designating PA's in Category 1b status. That said, we still see some unfounded and misdirected general pushback against both Resolution 125 and Nature Needs Half (NNH) (both of which recognize the science-based conclusions that approximately half the earth's lands and seas need to be intact and functioning in order to support all life on earth). This opposition is almost always based on the argument that achieving such ambitious spatial targets will necessarily cause displacement of IP&LC and the seizure of their wild homelands. While there are examples of this (especially when considering specific and historical circumstances) WSG asserts that this specific argument against increased spatial targets is spurious, based on a false assumption. To help set this record straight, we continue to work towards increasing the number of IP partners who understand that advancing spatial targets serves all life/cultures on earth. Our work on this is of course global but at the moment also has a special emphasis in the US under the priorities of the Biden administration, and in so-doing we work closely with the IUCN North America Office in Washington D.C.

Work was begun by Dr Alan Watson and Vance Martin on a new edition of 'Wilderness Management' (Fulcrum Publishing), updating the 2008 4th edition. The international chapter of this standard text is the longest chapter in the book, and draws heavily from 'Wilderness Protected Areas: Management Guidelines for IUCN Category 1b Protected Areas.'

WSG continued to successfully collaborate with the Global Rewilding Alliance, a product of WILD11 (that was fully planned and ready for India in March 2020 but, due to the Covid pandemic, was cancelled two weeks before it was to convene.)



Vance G. Martin



John Waithaka



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BEYOND THE AICHI TARGETS TASK FORCE

Chair: Harvey Locke

The Beyond the Aichi Targets Task Force (TF) had a successful year in 2022, leading up to the much-anticipated CBD COP15 meetings held in Montreal at the end of the year. The TF's mandate was directly related to the new Global Biodiversity Framework, and consequently TF activities and efforts throughout the year were largely focused on preparing for COP15. Specifically, the TF was created to ensure that the next global conservation targets for spatial conservation were set to meaningfully achieve the CBD's fundamental purpose: the conservation of biological diversity and the halting of biodiversity loss using protected and conserved areas as a key tool.

As part of this work, the Beyond the Aichi Targets TF continued to build on our work on the Nature Positive concept first launched in conjunction with the Global CEOs group in 2021. The 2021 Marseille IUCN World Conservation Congress Motions 40 and 101 called for the nature positive Mission and for protection of 30% of the world by 2030, providing clear IUCN wide support for our work. As lead author of the consensus paper [A Nature-Positive world: The Global Goal for Nature \(2021\)](#), the TF Chair continued to champion the Nature Positive goal of halting and reversing biodiversity loss by 2030 so there is a net improvement from a 2020 baseline.

Throughout the CBD negotiating process the TF hosted several key side events, attended by hundreds of delegates from around the world. To support the final negotiations at COP15, the TF's knowledge products and other relevant WCPA knowledge products were featured on the [Nature Beyond 2020 website](#), providing a "one-stop shop" for crucial resources on area-based conservation for the GBF. The TF also contributed to [IUCN's overall final position](#) to the CBD, which included a call for a Nature Positive Mission to halt and reverse biodiversity loss by 2030 and protecting and conserving at least 30% of the world.

In addition to working with the IUCN community, the TF worked closely with the [Campaign for Nature](#) which was led by TF member Brian O'Donnell. Similarly, the TF chair worked closely with Global CEOs Group of NGOs and business organizations as well as its Advocacy and Resource mobilization sub-groups who were also highly engaged and effective in the CBD process. The TF also interacted with many countries, notably the [High Ambition Coalition for Nature and People](#) led by Costa Rica, France and the UK; the Chinese delegation, which held the COP Presidency; and the Canadian delegation which ended up stepping in to host COP15. The TF was also in regular contact with the Co-Chairs of the negotiations and the CBD Secretariat.

CBD COP15 represented the culmination of over seven years' work from the TF to inform and influence the new Global Biodiversity Framework. With the successful adoption of an ambitious Global Biodiversity Framework in December 2022, the TF' mandate is complete and will wind down in early 2023.



Harvey Locke



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MARINE MAMMAL PROTECTED AREAS (JOINTLY WITH SSC)

Giuseppe Notarbartolo di Sciara, Co-Chair
Erich Hoyt, Co-Chair

From 6 to 10 June 2022, 58 experts gathered at the Important Marine Mammal Areas (IMMAs) Regional Workshop for the South East Tropical and Temperate Pacific Ocean which was held in hybrid mode in San José, Costa Rica. The IMMA Secretariat of the IUCN Marine Mammal Protected Areas Task Force collected 118 preliminary areas of interest, 39 of which were submitted by participants before the meeting and 17 more submitted in the first two days, while the others consisted of existing marine mammal spatial designations including marine protected areas (MPAs) and ecologically or biologically significant areas (EBSAs) from the Convention on Biological Diversity. At the close of the workshop, 48 candidate IMMAs were identified and proposed through the expert-based process, utilizing dedicated selection criteria. Following independent review, 36 IMMAs were accepted for full status with five remaining as candidate IMMAs and 11 being reserved as areas of interest, all are now on the [IMMA e-Atlas](#). These include IMMAs for the Critically Endangered vaquita (*Phocoena sinus*) and Endangered marine otters (*Lontra felina*), as well as Near Threatened Burmeister's porpoises (*Phocoena spinipinnis*) and Chilean dolphins (*Cephalorhynchus eutropia*). Other candidate IMMAs proposals focused on populations of humpback whales (*Megaptera novaeangliae*) and Endangered blue whales (*Balaenoptera musculus*) from both the North and South Pacific. A final [report](#) summarised the process.

From 5 to 9 December 2022, the IMMA workshop for the South West Atlantic Ocean took place in Praia do Forte, Brazil, with 31 scientists. The workshop resulted in the identification of 36 new candidate IMMAs. The South West Atlantic Ocean, which represents nearly a quarter of the Atlantic Ocean, features substantial populations of southern right whales, plus humpback whales and others that travel from the Antarctic. There are species endemic to the region including the Commerson's, franciscana and Guiana dolphins. The West Indian manatee is found along the coasts of the Guyanas and northeastern Brazil. The group started with 112 preliminary areas of interest before being considered for a candidate IMMAs proposal. Besides the 36 new candidate IMMAs, six areas of interest were also singled out by the experts as being useful to go forward. The review process of the candidate IMMAs resulting from the South West Atlantic Ocean IMMA Workshop is expected to finish in 2023 with a report and mapping on the e-Atlas by July 2023.

In addition to these two workshops and the intensive preparation for up to six months before the workshop and for three months after each workshop, the Marine Mammal Protected Areas Task Force fielded 140 requests for shapefiles and data on the IMMAs, the largest number since the project began in 2017. The requests are coming from universities or academia (40.4%), industry or business (22.6%), NGOs (19.4%), government organisations (14.6%) and intergovernmental organisations (3.0%). The Task Force also expanded its reach to industry through making its data available through IBAT, the Proteus Partnership and Vanguard Tech.

Finally, a [scientific paper](#) summarizing the IMMA work was published.



Giuseppe Notarbartolo di Sciara



Erich Hoyt



iucn.org/our-union/commissions/group/iucn-wcpa-marine-mammal-protected-areas-task-force

HARMONIZING CLASSIFICATIONS & NOMENCLATURES TASK FORCE

Chair: **Brent Mitchell**

There is currently a great deal of uncertainty around how a growing proliferation of types (or classifications) of area-based conservation (PAs, OECMs, ICCAs, ACCs, IPAs, etc.) relate to each other, and thus how they should be used or selected to achieve positive outcomes for nature. For example, despite best efforts to communicate about OECMs, some people equate them with protected area category V (and VI), or sometimes as privately protected areas. Perhaps more concerning, some might argue that further protected areas are not needed if the same areas can be recognized as OECMs instead. The importance of Indigenous peoples and also local communities in conservation is increasingly understood and valued, but the place of 'territories of life' within the spectrum of area-based conservation remains unsettled, and the new CBD GBF calls for "recognizing indigenous and traditional territories, where applicable." The fit of restoration sites (Target 2) is not at all clear, nor that of spatially explicit nature-based solutions. Growing commitments to the 30x30 target (Target 3) make this an excellent time to address these issues and bring greater clarity and coherence to understanding and practice.

A Task Force to Harmonize Classifications and Nomenclatures of Area-Based Conservation will provide clarity on these questions, that is, to harmonize diverse types, nomenclatures and approaches through a multivariate, relational comparison of types and categories of area-based conservation. The main task is to develop knowledge products, perhaps a WCPA technical report, that will illuminate the differences, areas of overlap, and issues needing further deliberation and consultation. A range of WCPA experts on 30x30, PA governance (indigenous, private, state), marine conservation, and restoration will develop, frame and analyse the issues, and develop a consultation process for review and refinement. The final result will be framework guidance on how different expressions of area-based conservation can be described, supported and, ultimately, evaluated for conservation effectiveness.

A workshop is being planned for late Spring 2023.

“The final result will be framework guidance on how different expressions of area-based conservation can be described, supported and, ultimately, evaluated for conservation effectiveness.”



Brent Mitchell



iucn.org/our-union/commissions/group/iucn-wcpa-harmonizing-classifications-and-nomenclature-task-force

HUMAN WILDLIFE CONFLICT & COEXISTENCE IN PROTECTED AND CONSERVED AREAS TASK FORCE

Co-Chairs: **Duan Biggs & Isla Hodgson**

Achieving the global commitment to 30x30 will entail a significant expansion of Protected and Conserved Areas (PCAs), which will increase the frequency and risk of conflict between humans and wildlife. The burden of Human-Wildlife Conflict (HWC) falls most heavily on low-income rural communities that coexist with wildlife. This poses a challenge to the achievement of 30x30 in an effective, equitable, and inclusive manner.

A new Task Force co-chaired by Dr Duan Biggs from Northern Arizona University and Dr Isla Hodgson from the University of Stirling will address this challenge. The Task Force will build on the efforts of the IUCN SSC Specialist Group on Human Wildlife Conflict and Co-Existence and explore the incorporation of HWC considerations into management standards for PCAs such as the IUCN Green List. The co-chairs are in the process of inviting members and contributors and the two co-chairs will be hosting a session on the new Task Force at the forthcoming IUCN Conference on Human Wildlife and Co-Existence at the University of Oxford in Spring 2023.



Duan Biggs



Isla Hodgson



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PROTECTED AREA DOWNGRADING, DOWNSIZING, AND DEGAZETTEMET (PADD) TASK FORCE

Co-Chairs: **Rachel Golden Kroner and Mariana Ferreira**

The GBF includes a Target to expand PCAs to 30% of lands and waters by 2030. Yet despite the intent that PCAs are to be governed and deliver conservation outcomes for the long-term, they are not always permanent. Legal rollbacks to protections - protected area downgrading, downsizing, and degazettement (PADD), the legal tempering, reduction, or elimination of PAs - can compromise PA objectives. Rollbacks may also occur in conserved areas in the future. Unrestrained and poorly-governed PADD can reduce the effectiveness of PCAs, especially when related to industrial-scale resource extraction and development or large-scale infrastructure. Notably some PADD events may return rights to access, use, manage, or own lands to IPLCs from which they were previously dispossessed; these types of legal changes are likely to strengthen, and not undermine, conservation outcomes.

In recognition of the need to enhance long-term conservation, the 2020 IUCN World Conservation Congress approved a [Resolution](#) urging a Global Response to Protected Area Downgrading, Downsizing, and Degazettement (PADD). The resolution 'requests the WCPA to provide technical support to defend the integrity of PAs as a means to reduce PADD events' and calls on all IUCN members to address PADD in conservation policy and practice through various mechanisms. PADD is also listed as an indicator in the post-2020 GBF [monitoring framework](#) as a complementary indicator to Target 3. To implement this IUCN resolution, enhance implementation of Target 3, and support durable, effective, and equitable protected and conserved areas, WCPA launched a new PADD Task Force in 2022. While still in its early days, the Task Force will focus broadly on area-based conservation, including protected areas, as well as OECMs and areas stewarded by Indigenous peoples and local communities (IPLCs) that may not be recognized as PAs or OECMs.

As it gets off the ground, the Task Force will build and communicate the evidence base, exchange knowledge, provide webinars and training, advocate, and build a coalition around PADD with the goal of enhancing knowledge about PADD and solutions to address them, and to build power among conservation actors in our community that is relevant at all scales. In turn, the intention is that the community's efforts will lead to enhanced knowledge, transparency, accountability, political pressure, sustained and additional financing, and other supports that will all contribute to avoiding and reducing harmful PADD events and enhancing long-term conservation.



Rachel Golden Kroner



Mariana Ferreira

WCPA PUBLICATIONS GROUP

Editors: Sue Stolton & Nigel Dudley

Publications are a major output from WCPA. There are two major publication series, which are developed with global contributions and peer review (and wherever possible, published in multiple languages), a peer-reviewed journal, a regular newsletter and shorter notes.

Good Practice Series for Protected and Conserved Areas: Starting in 1998, 32 Good Practice publications have been developed usually linked to WCPA Specialist Groups and Task Forces. These documents are widely translated and widely downloaded (see ##). The good practices provide globally relevant guidance on specific topics relevant to WCPA's mandate. Taking anything from two to four years to produce, they are developed with widespread consultation, drawing on diverse global experience in protected and conserved areas topics.

Technical Report Series: Launched in 2014, to date four publications have been developed within this series, which focuses more on specific methodologies or provides an overview of key issues.

In addition to these two major series, **PARKS** is a biannual peer reviewed journal produced by WCPA. It is on-line, open access, published in English with French and Spanish summaries, and there are no fees to publish papers. *PARKS* has an impact score of 3.05 and is ranked 70th of 192 journals in the nature and landscape conservation category of Scopus (an abstract and citation database). *PARKS* is a rigorous, challenging publication with high academic credibility and standing. But at the same time the journal is primarily a resource for people actively involved in establishing and managing protected areas and OECMs, under any management category or governance type. We aim for the majority of papers accepted to include practical management information. We also work hard to include authors who are involved in management but do not usually find the time to report the results of their research and experience to a wider audience as well as authors who do not speak English as a first language.

WCPA's Technical Note Series are short publications which inform WCPA members and associated audiences on specific technical and policy issues related to protected areas and OECMs. They are designed to be fairly quick and easy to produce; for instance, they do not go through the rigorous IUCN peer review process as they do not have an ISBN number. Content should be new, providing clarity on a technical issue related to protected areas and OECMs or relating to continuing dialogue on a particular topic.

WCPA is also planning an issues paper series and also co-publishes documents, usually produced by or with other organisations.

The WCPA Publications Group

The group is made up of Sue Stolton and Nigel Dudley, the WCPA Publication Editors and Marc Hockings, *PARKS* editor. Members currently include Erinn Drage, Mac Hunter, Paulina Karimova, Ivy Farveen and Kent Redford, but we hope to expand the group in the future. Sue also sits on the [IUCN Editorial Board](#).

In 2022, the group reviewed and revised the vision, scope and aims of WCPA publications.

Vision: to support WCPA and the broader conservation community through production of timely, high quality, accessible publications that provide tested guidance on the establishment and management of protected and conserved areas.

Scope:

- Oversees the IUCN WCPA best practice series, technical series, technical notes and associated publications
- Supports the editor of *PARKS* journal

Provides guidance for other publications where WCPA is a co-publisher but is not necessarily responsible for the production



Sue Stolton



Nigel Dudley

- Published in 2022
- [Guidelines for geoconservation in protected and conserved areas \(Arabic, Portuguese and German versions\)](#)
 - [Guidelines for conserving connectivity through ecological networks and corridors \(Mongolian\)](#)
 - [Guidelines for privately protected areas \(Polish\)](#)

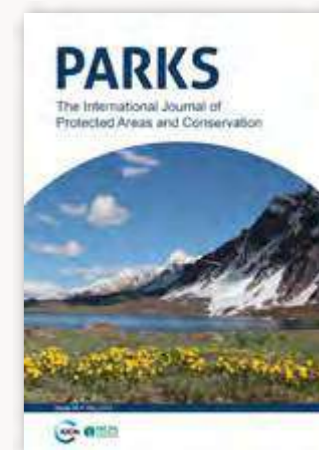


iucn.org/our-union/commissions/world-commission-protected-areas/our-work/wcpa-publications/publishing-wcpa

Main aims: to

- Oversee a timely, efficient and transparent process for WCPA publications
- Develop comprehensive and easy to follow guidance to ensure that authors of proposed publications understand relevant publication scope, standards and procedures
- Ensure high quality of content, design, readability and translations
- Maintain effective links with other parts of WCPA, particularly capacity, communications and specialist groups, and with IUCN secretariat
- Encourage publications in multiple languages, involving authors from many parts of the world
- Expand the editorial team to include younger and more geographically diverse members
- Support the chair and steering committee in production of priority publications

The publications group serves the needs of regional, thematic and specialist groups and works closely with the capacity group and WCPA's cross-cutting communications.



PARKS journal ranks in the top 1/3 of related journals

Get involved

In 2023-2024, several important new publications are going to be published / developed (note some titles are provisional) by several of the WCPA themes and SGs. WCPA members are encouraged to get involved in all WCPA publications, so please contact the groups below for more information about specific publications.

- Recognising and respecting ICCAs overlapped by protected areas ([Governance, Equity and Rights Specialist Group](#))
- Guidance to enhance climate change mitigation in protected areas ([Climate Change Specialist Group](#))
- Addressing the impacts of linear transportation infrastructure on ecological connectivity ([Connectivity Conservation Specialist Group](#))
- The world at night: preserving natural darkness for heritage conservation and night sky appreciation ([Urban Conservation Strategies Specialist Group](#))
- A framework for monitoring biodiversity in protected areas and OECMs – concepts, methods, and technologies ([Other Effective Area-based Conservation Measures Specialist Group](#))
- OECMs site-level assessment tool ([Other Effective Area-based Conservation Measures Specialist Group](#))
- 'Getting to green': A guide for protected area managers and planners ([Capacity Development Thematic Group](#))
- Protected and conserved areas for inland waters (Freshwater Specialist Group)
- Protected and conserved area finance: good practices ([Sustainable Finance Specialist Group](#))
- Future-proofing protected areas ([Freshwater Specialist Group](#))
- Building Trust with Rangers and Communities ([Capacity Development Thematic Group](#))

Vision: to support WCPA and the broader conservation community through production of timely, high quality, accessible publications that provide tested guidance on the establishment and management of protected and conserved areas.

GOOD PRACTICES



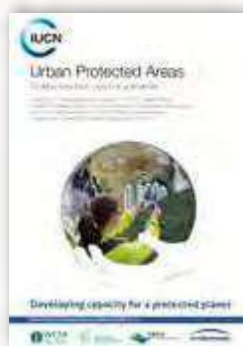
Guidelines for applying the IUCN protected area management categories to marine protected areas
English
6,590 downloads



Governance of protected areas: from understanding to action
4 languages. English, French, Spanish, Portuguese,
15,293 downloads



Guidelines for applying protected area management categories
9 languages. English, Chinese, Arabic, Korean, Japanese, Romanian, Czech, French and Spanish
36,434 downloads



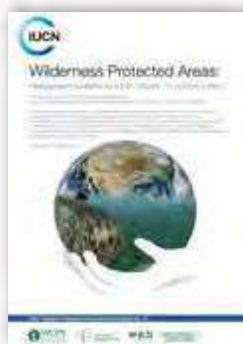
Urban protected areas: profiles and best practice guidelines
3 languages. English, French, Spanish
5,141 downloads



Transboundary conservation: a systematic and integrated approach
English
2,536 downloads



Adapting to climate change
English
4,153 downloads



Wilderness protected areas
English
1,526 downloads



Large-scale marine protected areas
English
2,021 downloads



Tourism and visitor management in protected areas
6 languages. English, French, Spanish, Portuguese, German and Mongolian
28,876 downloads



Tools for measuring, modelling, and valuing ecosystem services
English
4,515 downloads



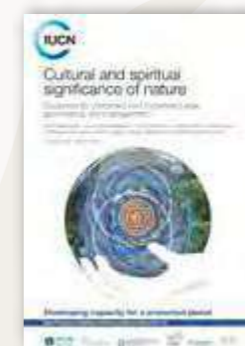
Guidelines for privately protected areas
5 languages. English, French, Spanish, Japanese and Polish
6,562 downloads



Guidelines for conserving connectivity through ecological networks and corridors
5 languages. English, French, Spanish, Mongolian and Korean
15,729 downloads



Guidelines for geoconservation in protected and conserved areas
5 languages. English, French, Spanish, German and Arabic
6,721 downloads



Cultural and spiritual significance of nature
English
4,064 downloads

In 2022
WCPA publications
were downloaded over
150,000
times

TECHNICAL SERIES



A global register of competences for protected area practitioners
5 languages. English, French, Spanish, Nepali and Burmese
1,626 downloads



Recognising and reporting other effective area-based conservation measures
6 languages. English, French, Spanish, Portuguese, Korean and Chinese
5,334 downloads



Protected Areas Benefits Assessment Tool + (PA-BAT+)
English
1,654 downloads

WCPA has produced many publications over the years
this spread highlights the most recent outputs

WCPA AND THE IUCN CENTRE FOR CONSERVATION ACTION

Trevor Sandwith, Director, CCA

Minna Epps, Director IUCN Ocean Team

James Hardcastle, Head, Protected and Conserved Areas Team

Ana Nieto, Head, Species Team

Carole Saint-Laurent, Head, Forests and Grasslands Team

WCPA works closely with the Centre for Conservation Action and its four thematic teams, including the Protected and Conserved Areas Team; Ocean Team; Forest and Grassland Team; and Species Conservation Action Team. In 2022, our joint activities spanned extensive work to implement the two regional congresses (Second Asia Parks Congress and the Inaugural Africa Protected Area Congress), the adoption of the Kunming-Montreal Global Biodiversity Framework with a specific focus on Target 3 and developing technical capacity for its implementation. We worked collectively to develop the IUCN Position Statement, contribute to the Open-Ended Working Group on the post-2020 Global Biodiversity Framework, as well as implementing side events and dialogues at the CoP15 meetings in Montreal in December 2022.

The Green List Programme, a joint project between the WCPA and the PCA Team, has made good progress in 2022. An independent, external review of the governance and management of the Green List Programme generated recommendations for enhancing the programme and ensuring the integrity of the Green List Standard and the process of evaluating and validating the certification of sites. Our focus has been on using the Green List Standard as a diagnostic tool for development of the necessary capacity among practitioners for achieving effective protected and conserved areas.

A major area of joint work has been focused on developing capacity for the recognition and implementation of OECMs through the OECMs Specialist Group. Another long-standing collaboration on promoting a new treaty on conservation in the high seas, the so-called Biodiversity Beyond National Jurisdiction, peaked during 2022 with many preparatory discussions and negotiations towards this goal. In addition, the CCA and the WCPA coordinated engagement toward common objectives through the following WCPA themes, specialist groups and task forces:

- Science and Biodiversity Policy (KBA partnership, Green List Standard)
- Marine Theme (MPAs and BBNJ)
- Effectiveness Task Force (Reporting on effectiveness)
- Capacity Development ('Getting to Green' and building capacity to implement the Green List Standard)
- Harmonization Task Force (Finding common ground across area-based conservation categories)
- Governance, Equity and Rights (Convening Indigenous Peoples and local community fora at the two congresses; advocacy for Target 3)



Trevor Sandwith
Director, CCA



Minna Epps,
Head, Ocean Team



James Hardcastle, Head, Protected
and Conserved Areas Team



Ana Nieto, Head, Species
Conservation Action Team



Carole Saint-Laurent, Head, Forest
and Grassland Team

ACKNOWLEDGEMENTS AND AFFILIATIONS

WCPA is a voluntary network of individuals contributing in their independent capacities to the mandate of the Commission. WCPA gratefully acknowledges all its members for their generous commitment to the advancement of nature conservation.

WCPA recognizes the many partner organizations who have supported the Commission's programme of activities over 2022 in different ways. A non-exhaustive list of these organizations include the following: Africa Wildlife Foundation, Bezos Earth Fund, BfN (German Federal Agency for Nature Conservation), Global Environment Facility, Gordon & Betty Moore Foundation, International Ranger Federation, Parks Canada, Parks Victoria, RedParques, Re:Wild, Sabah Parks, Secretariat of the CBD, The Nature Conservancy, Universal Ranger Support Alliance, UNEP-WCMC, World Wildlife Fund US, Wildlife Conservation Society and many others.

A complete list of organizational affiliations of WCPA leaders and members who have contributed to its Programme of Work are listed overleaf:



© Gregoire Dubois

WCPA POSITIONS AND AFFILIATIONS

Chair Madhu Rao (Wildlife Conservation Society)

Deputy Chair Andrew Rhodes Espinoza (Ministry of Foreign Affairs, Mexico)

Thematic Vice Chairs

(and organizational affiliation)

Parks and People

Karen Keenleyside (Parks Canada, Retired, Nature for All)

Scaling Natural Solutions

Brent Mitchell (QLF International, USA)

Capacity Development

Mike Appleton (Re-Wild, USA)

Governance, Equity and Rights

Helen Tugendhat (Forest Peoples' Programme, UK)

Marine

Felipe Paredes (Ministry of Environment, Chile)

Science and Biodiversity Policy

Stephen Woodley (Parks Canada, Retired)

World Heritage

Cyril Kormos (Wild Heritage, USA)

Young Professional Network

Erinn Drage (Parks Canada)

Young Professional Focal Points

Eastern and Southern Africa

Nyandire Reinhard

North Africa, West Asia and Middle East

Fatima Abuhaliqa

West and Central Africa

Yves Olatoundji

Central America

Alexa Morales

North America

Sara Pineda

South America

Rodrigo Arias

East Asia

Shaohua Wang

South Asia

Amrita Menon

Southeast Asia

Nadzirah Hosen

Europe

Cathy Li

North Eurasia

Buyandelger Khishigzul

Oceania

Joshua Taylor

Regional Vice Chairs

(and organizational affiliation)

South America

Paula Bueno (Conservation International, Americas Field Division)

Caribbean and Central America

Allan Valverde Blanco (Escuela Latinoamericana de Áreas Protegidas y Decano de la Facultad de Ambiente y Desarrollo de la Universidad para la Cooperación Internacional)

North America

Mike Wong (Parks Canada, Retired)

South Asia

Sonali Ghosh (CCF Assam Forest Department, India)

Southeast Asia

Amran Hamzah (Universiti Teknologi Malaysia, Johor, Malaysia)

East Asia

Professor Yoshitaka Kumagai (Akita International University, Japan)

Oceania

Lou Sanson (Former Dept. of Environment, New Zealand)

West and Central Africa

Florence Palla (Central African Forest Observatory, Cameroon)

North Eurasia

Tanya Rosen (UNEP Vanishing Treasures, International Institute for Sustainable Development)

Europe

Erika Stanciu (Wild Europe)

East and Southern Africa

Sabelo Lindani (Contour Enviro Group Private Limited, South Africa)

North Africa, West Asia, Middle East

Nizar Hani (Shouf Biosphere Reserve, Lebanon)

Country Focal Points

Russia

Mikhail Yablokov

Central Asia

Shirin Karrieva

China

Lu Cai

Philippines

Neil Aldrin Mallari

Indonesia

Agus Utomo

Mexico

Monica Alvarez

USA

David Reynolds

WCPA Advisors

Kent Redford (Archipelago Consulting)

Kathy MacKinnon (Independent)

Penny Figgis (Independent)

Dan Laffoley (Independent)

Kathleen Fitzgerald (Enduring Earth)

WCPA Core Support

Erinn Drage (Parks Canada)

Augusta Almeida (Independent)

Mitali Sharma (Independent)

Arlyne Johnson (Independent)

Pablo Arturo López Guijosa (Independent)

Specialist Group Leads

Protected Areas Climate Change

Risa Smith (Parks Canada, Retired)
Lauren Wenzel (National Oceanic & Atmospheric Administration (NOAA), USA)

Connectivity Conservation

Gary Tabor (Centre for Large Landscape Conservation)
Jodi Hilty (Yellowstone to Yukon Conservation Initiative)

Cultural and Spiritual Value of Protected Areas

Bas Verschuren (Wageningen University, Netherlands)
Edwin Bernbaum (Instituto de Montaña, USA)

Freshwater

Harmony Patricio (ReWild, USA)
Rebecca Flitcroft (USDA, Forest Service, USA)

Geoheritage

Kyeong Sik Wu (Emeritus, Kangwon National University, Korea)
Wesley Hill (U.S. Geoheritage and Geoparks Advisory Group)

Caves & Karst Working Group

Bärbel Vogel (German Speleological Federation, Germany)
John Gunn (University of Birmingham, UK)

Governance, Equity and Rights (3 co-leads)

Terence Hay Edie (United Nations Development Program)
Heidi Kretser (Wildlife Conservation Society, USA)
Phil Franks (International Institute for Environment and Development, UK)

Green List & Management Effectiveness

Marc Hockings (Emeritus Professor, University of Queensland, Australia)
Sandra Valenzuela (WWF Colombia)

High Seas

Nichola Walker (The Pew Environment Trust)
Guillermo Ortuño Crespo (Independent Consultant, High Seas Fisheries and Policy expert, Costa Rica)
Emily Stokes (Waitt Institute, USA)

Health & Well-being

Jo Hopkins (Parks Victoria, Australia)
Denise Hewlett (University of Winchester, UK)

Mountains

Peter Jacobs (Independent, Australia)

Other Effective Area-based Conservation Measures (OECM)

Kathy MacKinnon (Former Chair, WCPA, World Bank (Retired))
Harry Jonas (WWF US)

Privately Protected Areas & Nature Stewardship

Miquel Rafa (Foundation Catalunya-La Pedrera, Spain)

Sustainable Finance

Charles Besancon (Global Park Solutions, USA)*
Candice Stevens (Wilderness Foundation Africa, South Africa)
David Meyers (Conservation Finance Alliance)

Tourism and Protected Areas

Anna Spenceley (STAND Ltd., Global Sustainable Tourism Council)

Transboundary Conservation

Stefania Petrosillo (Europarc Federation)
Piet Theron (Independent, South Africa)

Urban Conservation Strategies

Thaddeus Trzyna (Inter Environment Institute)

Wilderness

Vance G. Martin (Wild Foundation)
John Waithaka (Kenya Forest Research Institute, Kenya)

Task Force Leads

Beyond the Aichi Targets (Completed)

Stephen Woodley and Harvey Locke (Yellowstone to Yukon Conservation Initiative)

Marine Mammal Protected Areas (jointly with SSC)

Erich Hoyt (Whale and Dolphin Conservation)
Giuseppe Notarbartolo di Sciarra (Tethys Research Institute, Italy)

Harmonizing Classifications & Nomenclatures

Brent Mitchell (QLF International)

Integrating Human Wildlife Co-existence into Standards for PCAs

Duan Biggs (Resilient Conservation, Northern Arizona University)
Isla Hodgson (University of Stirling)

Protected Area downgrading, downsizing, and degazettement (PADDD)

Rachel Golden Kroner (AAAS Fellow, USA)
Mariana Napolitano Ferreira (WWF Brazil)

Defining and Measuring Conservation Effectiveness or Outcomes Task Force

Nick Salafsky (Foundations of Success)
Paola Mejia Cortez (Foundations of Success)

WCPA Publications Group

Sue Stolton (Equilibrium Research)

Nigel Dudley (Equilibrium Research)

Malcolm Hunter (Professor Emeritus, University of Maine, USA)

Kent Redford (Archipelago Consulting, Former WCS VP)

Ivy Farheen Hussain (Aaranyak, India)

Erinn Drage (Parks Canada)

Paulina Karimova (Forestry Bureau/ National Dong Hwa University, Taiwan)

PARKS Journal

Marc Hockings (Managing Editor)

Freya Thornton (Former Editorial Assistant)

Dr Paulina Karimova (Handling Editor for PARKS)



INTERNATIONAL UNION
FOR CONSERVATION OF NATURE

WORLD HEADQUARTERS
Rue Mauverney 28
1196 Gland, Switzerland
Tel: +41 22 999 0000
Fax: +41 22 999 0002
www.iucn.org





IUCN World Commission on Protected Areas annual report 2022



109TH IUCN COUNCIL MEETING

Gland, Switzerland

Madhu Rao
Chair

IUCN World Commission on Protected Areas

In Memoriam

Dr. Kathy MacKinnon Former Chair, IUCN WCPA

Protected areas of many kinds not only give sanctuary to the wonder of 4.5 billion years of evolution but, in holding species and ecosystems, they protect the fundamental underpinning of human livelihoods, economies and wellbeing.

They are a key tool in maintaining the sustainability of life on Earth and in combatting the ravages of climate change.”

Kathy MacKinnon,
Former Chair, IUCN World Commission on Protected
Areas



WCPA ORGANIZATIONAL STRUCTURE

WCPA is divided into 12 operational regions. WCPA members are linked to a Commission region according to their registered Country of residence.

WCPA currently has eight Themes, each with a Thematic Vice Chair who sits on the WCPA Steering Committee. Themes work on broad areas of enquiry and key strategic directions towards meeting the WCPA mandate.

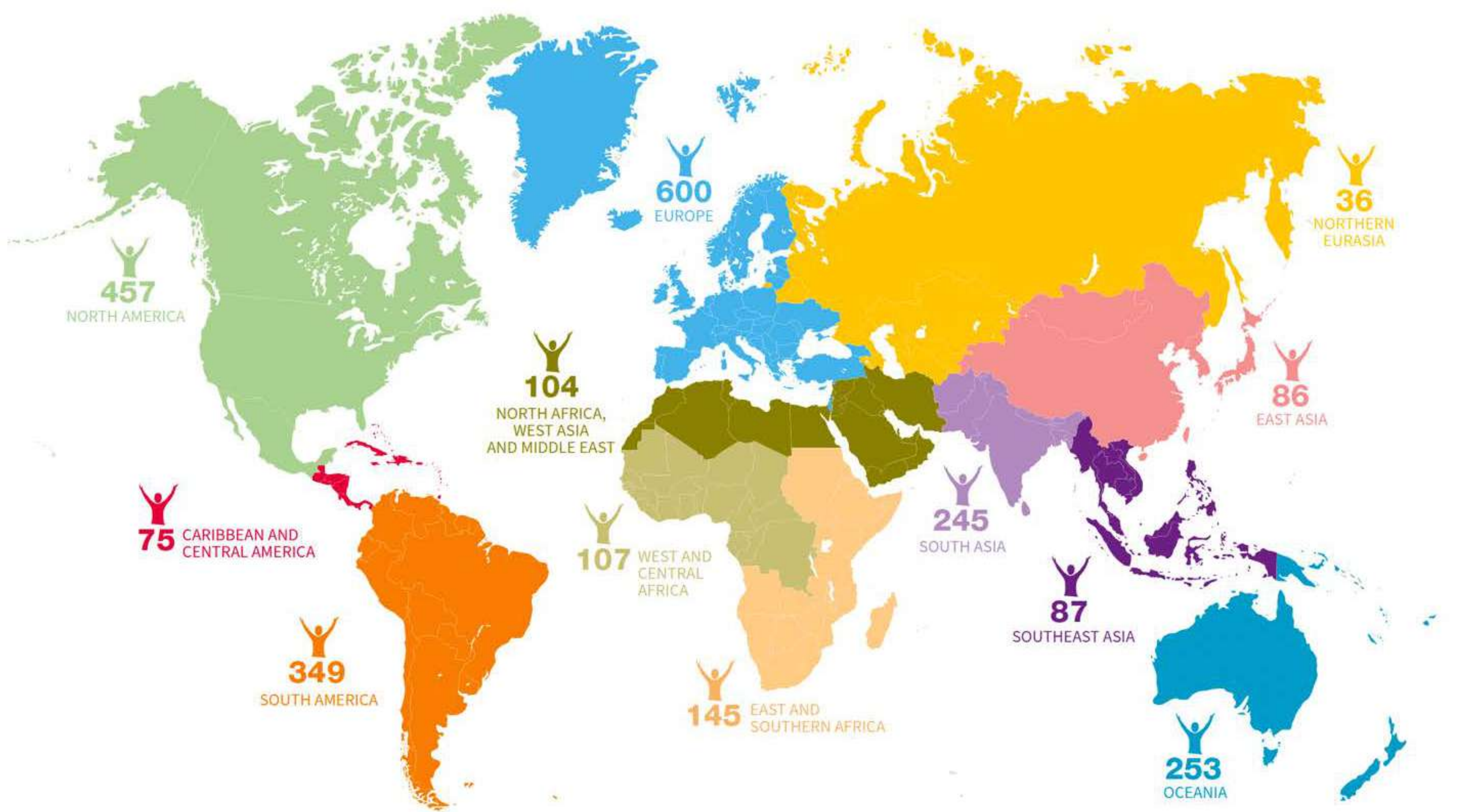
WCPA Specialist Groups work on long term thematic activities relating to specific topics of study addressed by the Commission mandate.

WCPA Task Forces work on a specific issue, usually within a determined time period.

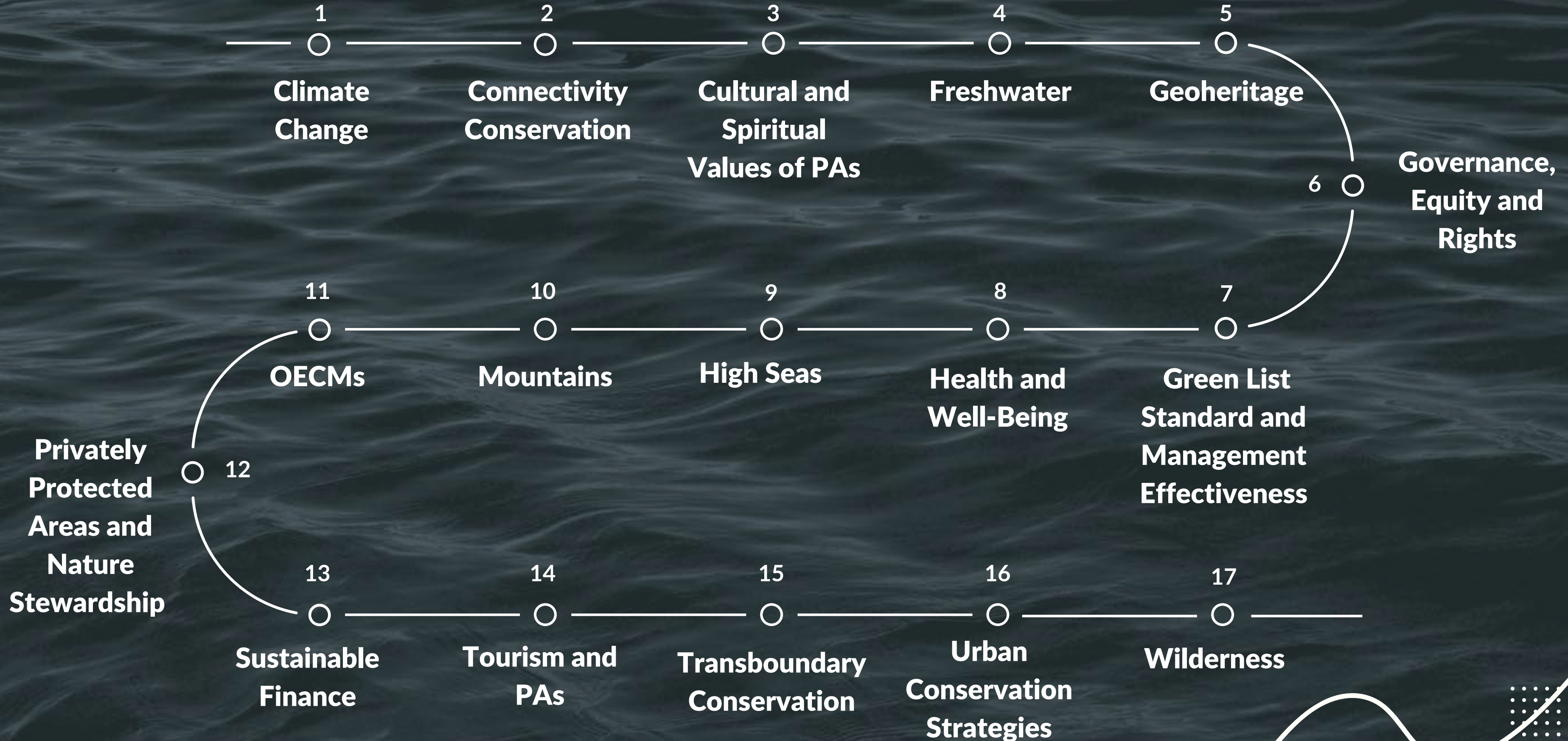
Special projects are crafted around cross-cutting priority topics within the Commission and can be either short or long-term in nature.

Thanks to outgoing Steering Committee members:
Olivier Chassot - Vice Chair, Communications
Mike Wong - Regional Vice Chair, North America
Sabelo Lindani - Regional Vice Chair, East & Southern Africa





IUCN WCPA SPECIALIST GROUPS



IUCN WCPA TASK FORCES



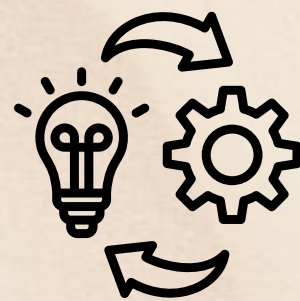
**Protected area
downgrading,
downsizing, and
degazettement**



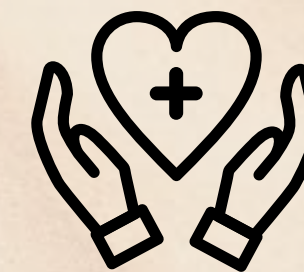
Ecological Integrity
Joint with CEM



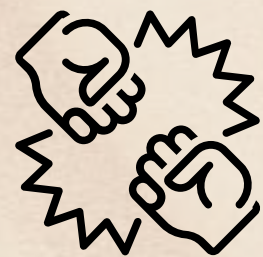
Joint with SSC
**Important Marine
Mammal Areas**



Effectiveness



One Health



Human-Wildlife Conflict



Harmonization



SPECIALIST GROUP AND TASK FORCE HIGHLIGHTS

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FRESHWATER SPECIALIST GROUP

Co-Chairs: **Harmony Patricio & Rebecca Flitcroft**

This year we have made a start at organizing the Freshwater Specialist Group (FSG) to better engage our membership through sub-group assignments and workshops, and to make our goals/objectives more targeted to group membership interest and capacity.

Another innovation for this quadrennium beyond our new organization, is a pilot effort to develop a FSG youth engagement programme. We have two enthusiastic and creative leads for this effort, and are beginning outreach to bring in several new youth members who will be able to be mentored from within the FSG.

We have also been active in a variety of other efforts including:

- Facilitation zoning at Lake Ohrid - the FSG convened a group of participants to discuss applied issues of freshwater protection and zoning options. The outcome was a set of recommendations, implementation however remains unclear.
- Signed on to the Campaign for Nature Letter.
- Facilitated formatting and development of an inland Water briefing document.

Signed 'The Watershed Moment for the Convention on Biological Diversity' which was presented at COP15 as part of the Kunming-Montreal Global Biodiversity Framework.

The FSG attended and helped with future planning of several events:

- COP15: where the FSG partnered with TNC on side event, attended by several FSG members.
- IMPACS 2023: we submitted a session that was accepted on 'Integrating Marine Protections Across Aquascapes'.

UN Water Conference 2023: we contributed to the development of the theme 'Strengthening river ecosystem protection to facilitate sustainable and resilient development'.



Harmony Patricio



Rebecca Flitcroft

HIGH SEAS SPECIALIST GROUP

Co-Chairs: **Nichola Clark, Guillermo Ortuño Crespo & Emily Stokes**

As we write this, States are in the final stages of negotiating a new UN agreement for marine biodiversity in areas beyond national jurisdiction (BBNJ Agreement) under the UN Convention on the Law of the Sea (UNCLOS). The WCPA High Seas Specialist Group (HSSG) has for many years been deeply involved in advancing science, capacity, and policy related to the use of area-based management tools (ABMTs) including marine protected areas (MPAs) for the conservation and sustainable management of biodiversity in areas beyond national jurisdiction (ABNJ). The HSSG is now well positioned to support the transition to the implementation phase of MPAs and other ABMTs in the ABNJ with its unique focus on the scientific research and assessments of priority sites combined with expertise in ecological, oceanographic, and migratory connectivity.

The HSSG focused on a few specific high seas sites this year in our research and advocacy. The Salas y Gómez and Nazca Ridges, the Sargasso Sea, and the Costa Rica Thermal Dome are among the current priorities. HSSG leadership is directly involved either as members (Sargasso Sea project, Coral Reefs of the High Seas) or in providing scientific support (via the SARGADOM project). Major outputs include publications relevant to these places including 'Borderless Conservation: Integrating Connectivity into High Seas Conservation Efforts for the Salas y Gómez and Nazca Ridge' as well as 'Getting beyond yes: fast-tracking implementation of the United Nations agreement for marine biodiversity beyond national jurisdiction.' This article provides reflections and recommendations on effective implementation of the BBNJ treaty with a particular focus on: 1) bringing the agreement into force; 2) building up the institutions; and 3) developing the capacity, science, and technology needed to design and implement area-based management tools including MPAs.

Cumulatively, we published 10 papers, presented at nine workshops including the Pew Fellows Meeting, and attended key intergovernmental meetings. Team leadership also participated in the March and August negotiation sessions for the BBNJ treaty, helping to draft treaty language and argue for stronger language regarding spatial protections, as well as several meetings focused on advancing a universal declaration on ocean rights.

With a new treaty in place to provide the legal mechanism to establish high seas MPAs the WCPA HSSG is ideally situated to serve as a space to bring scientists and practitioners together to advance our goals identified below by:

- Identifying linkages and synergies across institutions and process;
- Serving as an objective convener to facilitate the exchange scientific and strategic advice; and
- Advancing the scientific inputs needed to underpin MPA and other ABMT proposals.



Nichola Clark



Guillermo Ortuño Crespo



Emily Stokes

SUSTAINABLE FINANCE SPECIALIST GROUP

Co-Chairs: **Candice Stevens & David Meyers**

The WCPA Sustainable Finance Specialist Group (SFSG) seeks to enable and empower area-based conservation actors by developing and sharing knowledge, building awareness and capacity, and promoting innovation in sustainable finance solutions. Technical support is critical for the success of the newly adopted GBF - this is especially the case with sustainable finance. Achieving global conservation targets requires a strategic and highly collaborative approach to identify, share, and pioneer finance solutions in an integrated manner across conservation landscapes.

Thus, the SFSG was officially launched in 2022 to support the efficient sharing of effective finance tools across different sectors and geographic regions. A successful launch event was held at the inaugural African Protected Areas Congress (APAC) in Rwanda with overwhelming support from participants. Membership has grown to over 450 members and climbing. Membership is open to all WCPA members and diverse skill sets and perspectives is strongly encouraged and welcomed. From this membership base, Thematic and Regional Representatives will be appointed to assist the co-chairs in delivery of the goals of the specialist group in 2023.

The SFSG supported the showcase of innovative finance solutions for conservation land-and-seascapes together with a collaborative group of partners at APAC and the UN Biodiversity COP15 in Montreal. These showcases concretely illustrated what is possible in developing and implementing new finance solutions for protected areas.



Candice Stevens



David Meyers

WCPA acknowledges Kristina Gjerde for her dedication to the High Seas Specialist Group and her tireless efforts in advancing the Biodiversity Beyond National Jurisdiction Agreement.

Kristina Gjerde and Pat Halpin will remain as advisors to the High Seas Specialist Group moving forward.

RESOLUTION CODE	RESOLUTION TITLE	WCPA Groups
WCC-2020-Res-071	Wildlife-friendly linear infrastructure	Connectivity
WCC-2020-Res-073	Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels	Connectivity
WCC-2021-Res-114	Integrated solutions to the climate change and biodiversity crises	Cross Commission TF (in development)
WCC-2021-Res-125	Setting area-based conservation targets based on evidence of what nature and people need to thrive	Ecological Integrity TF (In development)
WCC-2020-Res-008	Protecting rivers and their associated ecosystems as corridors in a changing climate	Freshwater
WCC-2020-Res-018	Valuing and protecting inland fisheries	Freshwater
WCC-2020-Res-017	Protection of natural flows of water for the conservation of wetlands	Freshwater
WCC-2020-Res-012	Aquatic biodiversity conservation of shallow marine and freshwater systems	Freshwater
WCC-2020-Res-074	Geoheritage and protected areas	Geoheritage
WCC-2020-Res-002	Strengthened institutional inclusion concerning indigenous peoples	Governance, Equity and Rights
WCC-2020-Res-041	Ensuring funding to secure rights and secure ecologies	Governance, Equity and Rights
WCC-2021-Res-117	Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities	Governance, Equity and Rights
WCC-2020-Res-009	Protecting and restoring endangered grassland and savannah ecosystems	Grasslands (In development)
WCC-2021-Res-113	Restoring a peaceful and quiet ocean	Important Marine Mammal Areas
WCC-2020-Res-081	Strengthening national spatial planning to ensure the global persistence of biodiversity	KBAs; Spatial Planning
WCC-2020-Res-030	Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development	Marine
WCC-2020-Res-105	Conserving and protecting coral reefs through the post-2020 global biodiversity framework	Marine
WCC-2020-Res-107	Reducing the impact of fisheries on marine biodiversity	Marine
WCC-2021-Res-122	Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining	Marine
WCC-2021-Res-128	Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction	Marine/High Seas
WCC-2020-Res-080	Recognising, reporting and supporting other effective area-based conservation measures	OECM; Sustainable Financing
WCC-2021-Res-135	Promoting human, animal and environmental health, and preventing pandemics through the One Health approach and by addressing the drivers of biodiversity loss	One Health
WCC-2020-Res-084	Global response to protected area downgrading, downsizing and degazettement (PADDD)	PADDD
WCC-2020-Res-057	Accounting for biodiversity: encompassing ecosystems, species and genetic diversity	Special Projects
WCC-2020-Res-060	Promotion of the IUCN Global Standard for Nature-based Solutions	Special Projects
WCC-2020-Res-083	Ensuring the compatibility of human activities with conservation objectives in protected areas	Special Projects
WCC-2021-Res-130	Strengthening sustainable tourism's role in biodiversity conservation and community resilience	Sustainable Tourism
WCC-2021-Res-116	Develop and implement a transformational and effective post-2020 global biodiversity framework	Special Projects
WCC-2020-Res-067	Call for Nature in Cities agendas and Strengthening the IUCN Urban Alliance	Urban Conservation Strategies
WCC-2020-Res-055	Guidance to identify industrial fishing incompatible with protected areas	Wilderness
WCC-2020-Res-085	Rewilding	Wilderness



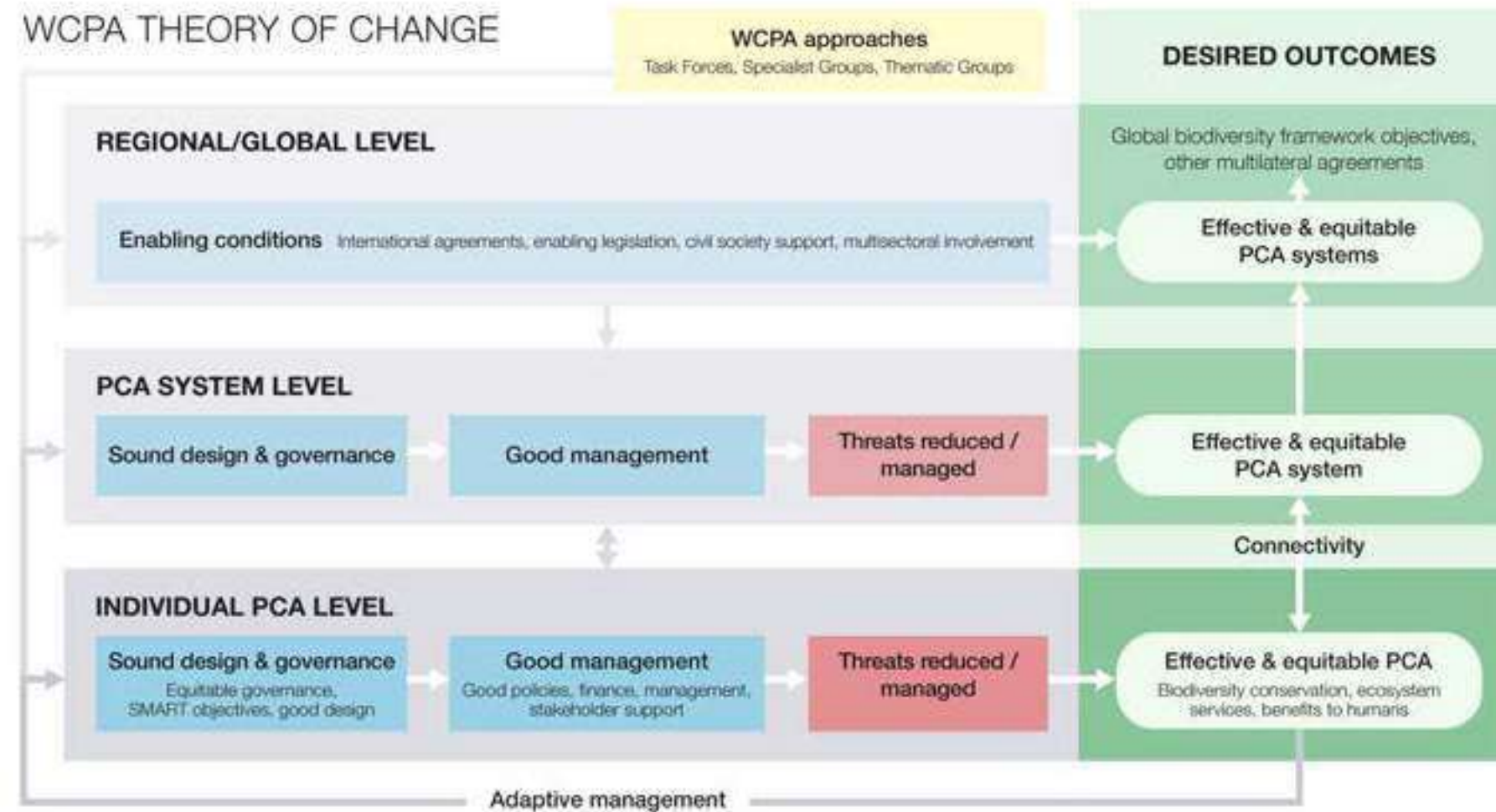
OUR VISION

Systems of protected and conserved areas are effective in conserving nature, and as such, are recognised and valued both as cornerstones for conserving biodiversity and as natural solutions to global challenges, providing benefits to human health, livelihoods and well-being.

WCPA Steering Committee Meeting, Kinabalu Park, Malaysia



WCPA THEORY OF CHANGE



WCPA Strategic Approach

**Ensure PAs result in effective
conservation outcomes**

**Build PCA skills, capacity and
resources to deliver on conservation
outcomes**



**Promote PCAs as natural solutions to
address climate change and other societal
challenges**

MAJOR ACTIVITIES IN 2022



GBD COP15
(MONTREAL, CANADA)

CANADA



ASIA PARKS CONGRESS
(KOTA KINABALU, MALAYSIA)



WCPA STEERING
COMMITTEE MEETING
(KINABALU PARK,
MALAYSIA)

MALAYSIA



AFRICA PROTECTED
AREAS CONGRESS
(KIGALI, RWANDA)

AFRICA

Kota Kinabalu, Malaysia: May 24th–29th,
> 1,200 participants



Kigali, Rwanda: July 18th– 23rd
>2400 participants



WCC 2021 Resolution 002 (Strengthened institutional inclusion concerning Indigenous Peoples)

Kunming-Montreal Global Biodiversity Framework

- **Advocacy**
- **OEWG Meetings**
- **Side events, Workshops, Webinars**

Connectivity

Rangers

Equitable governance

Climate change

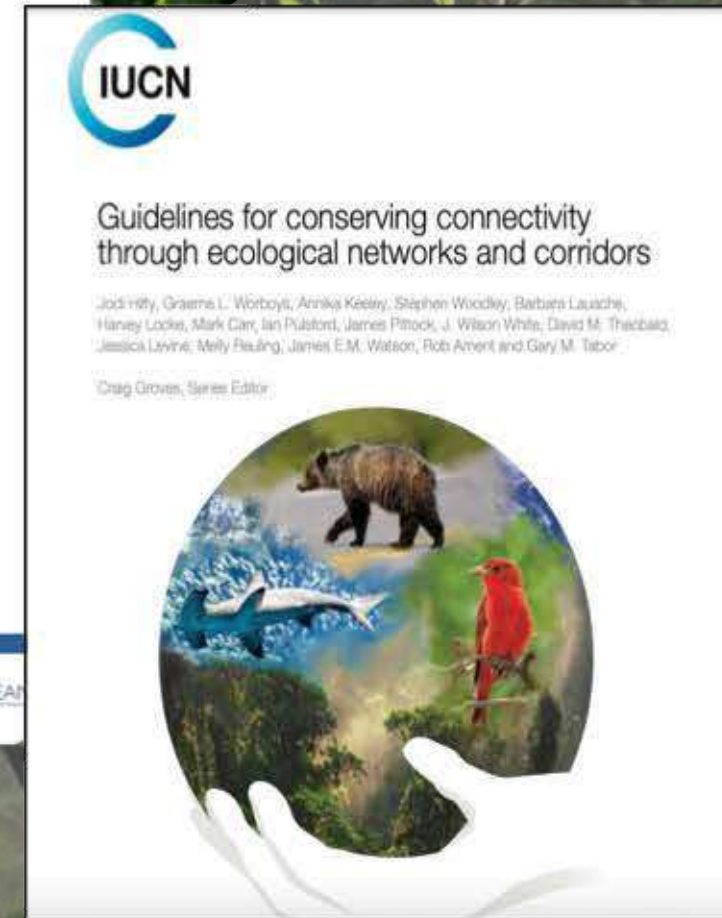
Sustainable Financing

Ecotourism

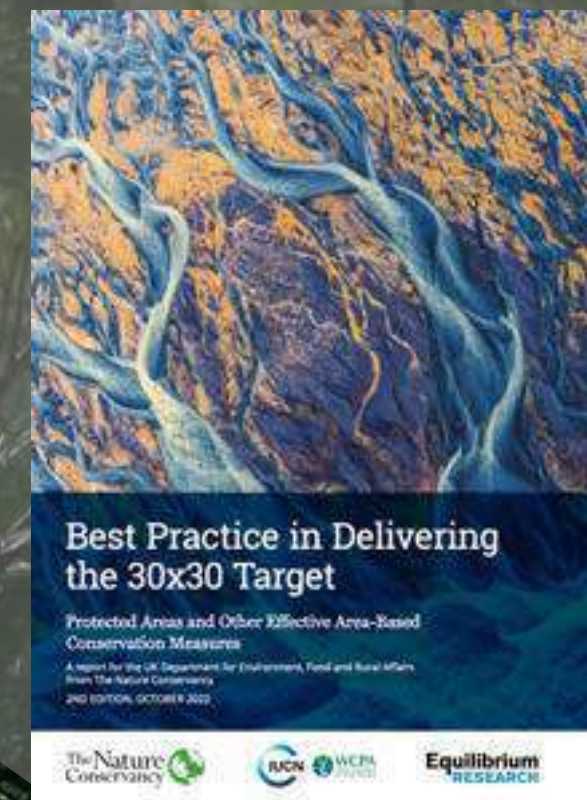
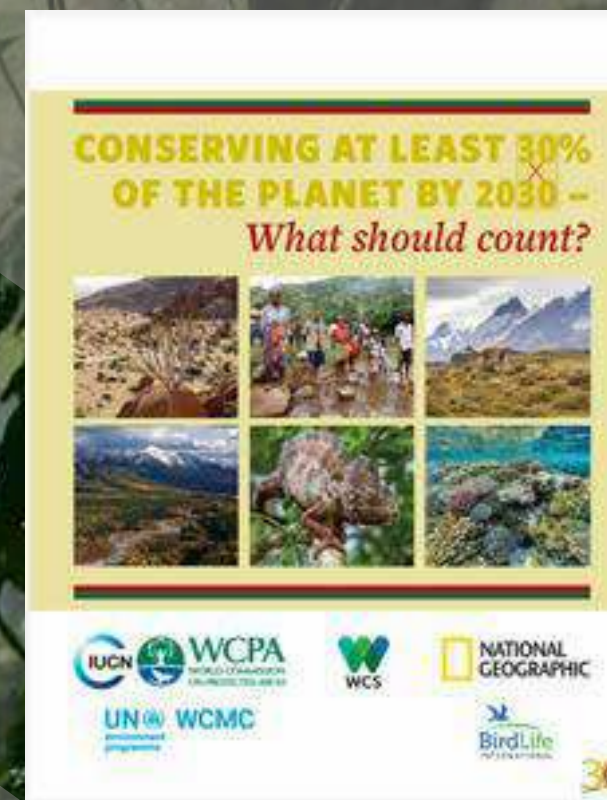
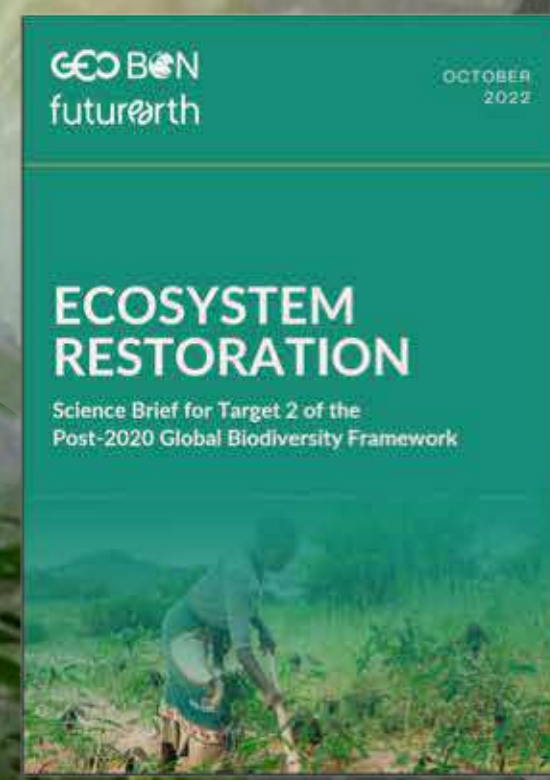
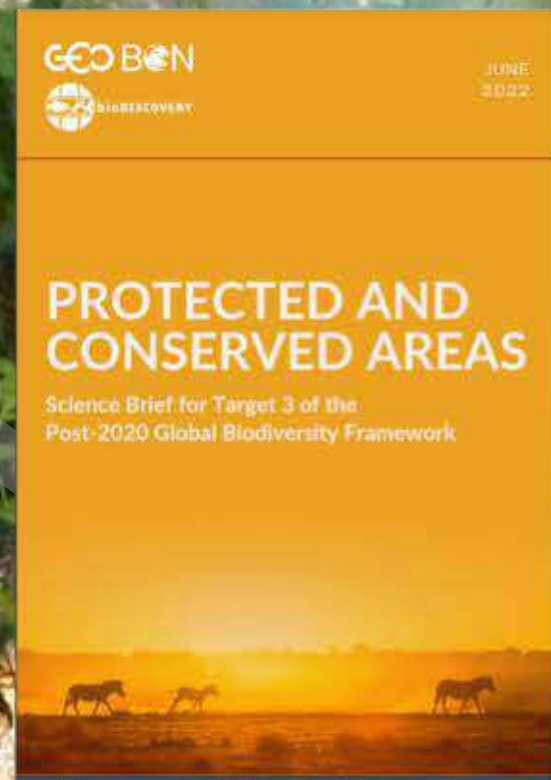
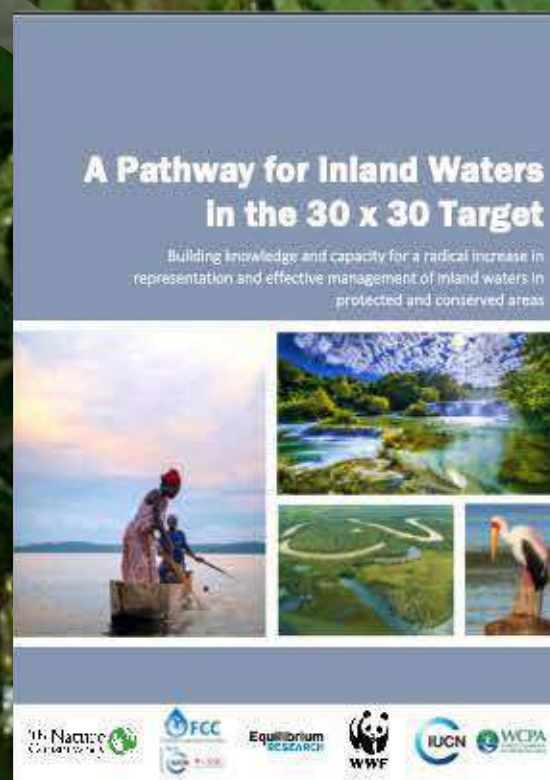
Effectiveness

OECMs

TARGET 3: 30x30



Resolution 008





Development of the Target 3 Partnership
[Secretarial CBD and WCPA]

Technical Support to the High Ambition Coalition
[>100 CBD Parties]

Target 3 Guide and Solutions Tool Box
[Sec.CBD, TNC, WWF, GEF, WCPA, CEESP]

Key Biodiversity Areas: Informing what and where to protect, manage, restore?

Science-based support needed to
guide prioritization efforts



IUCN Secretariat and IUCN WCPA cooperation on the Green List Programme

External review of governance and
management

Green List Panel
Steering Group

Green List Standard Committee

**** Green List Development Plan

**** Strengthening Implementation

IUCN WCPA GOVERNANCE, EQUITY AND RIGHTS



IPLC FORUM @ ASIA PARKS CONGRESS (MAY 2022)

Asia Indigenous Peoples Pact
PACOS TRUST
Api Api Declaration

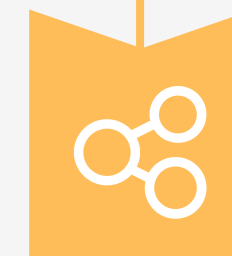


CBD COP 15 MONTREAL

Equity Rights and Governance Issues
IIFB dialogue



AFRICA PA CONGRESS (JULY 2022)
ICCA Consortium's Africa Regional Assembly
IMPACT Kenya
Kigale Call to Action



MAJOR ISSUES
Urgency of addressing historic and ongoing marginalization
The critical role of Indigenous and Traditional Knowledge systems



Expanded PA systems need people!: a trained, professional and diverse workforce

PA Personnel

555,000



3 million

PA Rangers

286,000



1.5 million

[nature](#) > [nature sustainability](#) > [analyses](#) > [article](#)

Analysis | [Open Access](#) | [Published: 20 October 2022](#)

Protected area personnel and ranger numbers are insufficient to deliver global expectations

[Michael R. Appleton](#) , [Alexandre Courtiol](#), [Lucy Emerton](#), [James L. Slade](#), [Andrew Tilker](#), [Lauren C. Warr](#), [Mónica Álvarez Malvido](#), [James R. Barborak](#), [Louise de Bruin](#), [Rosalie Chapple](#), [Jennifer C. Daltry](#), [Nina P. Hadley](#), [Christopher A. Jordan](#), [François Rousset](#), [Rohit Singh](#), [Eleanor J. Sterling](#), [Erin G. Wessling](#) & [Barney Long](#)



RANGERS FOR 30 BY 30: A PROFESSIONAL WORKFORCE TO GUARANTEE EFFECTIVE MANAGEMENT OF PROTECTED AND CONSERVED AREAS

A framework for support from governments, agencies, donors and NGOs to implement Target 3 of the Global Biodiversity Framework.



UNIVERSAL RANGER SUPPORT ALLIANCE



rewild.org | Together, for all wildkind.

IUCN WCPA is a founder of a coalition of a group of international organisations committed to ensure that rangers get the support they need

The Universal Ranger Support Alliance is committed to building a professional, accountable and competent ranger workforce, whose contributions are formally recognized and respected





Jorge Banegas Franco, Bolivia

IUCN WCPA International Ranger Awards 2022

Extraordinary commitment to protecting nature and helping local communities: 7 rangers, 5 ranger teams, 10 countries

Special Commendations: 9 rangers and teams



Nyeradze Auxillia Hoto, Zimbabwe

Building knowledge & tools

Effectiveness

METT-4 The Management Effectiveness Tracking Tool Version 4

Equity and governance

Technical Note

Equity in conservation – what, why and how?

Prepared by: Phil Franks, Francesco Booker, Conservation, Communities and Equity program

Key messages

1. Achieving the target to conserve 30% of land and sea requires strong emphasis on equity
2. Equity in conservation is a matter of governance and includes recognition and respect for their human and resource rights, equity in procedure (e.g., participation, accountable and equitable cost/benefit distribution).
3. Equity in conservation is crucial both for ethical reasons and for effective conservation. It applies both to conservation actions on site, and to complementary actions designed to conservation (e.g., stewardship incentives, support for local schools).
4. With existing protected and conserved areas, equity can be improved by action on governance informed by assessment (e.g., the SAGE tool) and social safeguards. Improving equity in most cases, be an incremental process.
5. For new protected and conserved areas, equity will be a critical success factor both in terms of conservation effectiveness and social and political legitimacy. Social safeguards should be used to predict and effectively mitigate potential negative impacts.

What does equity mean?

Recent years have seen unprecedented commitments from governments and philanthropies to nature conservation – notably the Campaign for Nature, Legacy Landscapes and Protecting the Planet Challenge – emphasising approaches that empower Indigenous Peoples and local communities (IPLCs) as stewards of biodiversity and healthy ecosystems. The post-2020 Global Biodiversity Framework (GBF) under the Convention on Biological Diversity (CBD), has (draft) targets to extend equitably managed/governed protected areas (PAs) and conserved areas (CAs) to 30% of our planet's land and ocean (Target 3) and to ensure equitable participation of IPLCs and respect for their resource rights (Target 21). If agreed, target 3 is likely to bring additional financial resources into the sector. Equity is gaining prominence in global agreements, such as the Paris Agreement. It is far more prominent in the Sustainable Development Goals agreed in 2015 than in the preceding Millennium Development Goals. But the meaning of equity in practical terms is unclear and varies according to the sector and context. Here we focus on equity as applied within the context of the CBD and area-based conservation.

A key decision of the Conference of the Parties to the CBD (COP14) in 2018 clarified the meaning of equity in the context of PA/CA conservation.¹ The concept of equity is one element of good governance. Equity can be broken down into three dimensions: recognition, procedure and distribution. "Recognition" is the acknowledgement of and respect for the rights and the diversity of identities, values, knowledge systems and institutions of rights holders and stakeholders; "Procedure" refers to

Technical Note

IUCN WCPA Technical Note Series No. 9 THE GLOBAL BIODIVERSITY FRAMEWORK (GBF): TARGET 3 AND THE TERM "SUSTAINABLE DEVELOPMENT AREAS": A TECHNICAL BRIEF

Prepared by Stephen Woodley, Dan Laffoley, and Nigel Dudley, IUCN WCPA

KEY MESSAGES

At the Open-Ended Working Group 7 (OEWG) negotiations for the Post-2020 Global Biodiversity Framework (GBF) Convention on Biological Diversity (CBD) in Geneva (March 2022) a new proposal to include "sustainable development areas" was put forward by one Party for inclusion in Target 3 of the GBF. This proposal was to include "sustainable development areas" alongside protected areas and other effective area-based conservation measures (OECMs). This technical brief reviews the concept of the use of biodiversity and the role of "use" in the GBF targets. Note the terms "sustainable use areas" and "sustainable development areas" are considered to be the same in this brief, both relying on concepts of "use" and its level of sustainability.

- The focus of Target 3 is on area-based conservation of biodiversity as described under the CBD. Large scale, intensive commercial and/or industrial exploitation (for agriculture, fishing, and forestry) even if managed sustainably is not compatible with Target 3 and is already covered under GBF Targets 5, 9 and 10. While some types of sustainable use legitimately occur in protected areas, these are specifically intended at the "least impact" end of the use continuum.

- Whilst the GBF Target 3 calls for protecting at least 30% of both the terrestrial and marine realms by 2030, which many countries are already endeavoring, these area-based conservation efforts need to be supplemented and supported by more sustainable management across the remaining 70% of landscapes and seascapes in a Whole Earth approach. All targets are important.

- The potential for the creation of a distinct category of Sustainable Development Areas should be discussed under Target 10, not Target 3 because under the Convention it is a different topic from protected areas and OECMs.

Sustainable use



OECMs



Recognising and reporting other effective area-based conservation measures

World Conservation Union (IUCN) Technical Series No. 9



IUCN WCPA Sustainable Finance Specialist Group

This session will officially launch the IUCN WCPA Sustainable Finance Specialist Group. The session will be held on Thursday 21st July 2022, 12:00-14:00 GMT. IUCN Pavilion. For join in person or online, contact: stf@iucn.org

KEY TAKEAWAYS

- Effectiveness of PAs is enhanced by equitable and meaningful participation
- Areas of conservation benefit are improved by equitable and meaningful participation



Sustainable finance



Tools for measuring, modelling, and valuing ecosystem services
English
4,515 downloads



Guidelines for privately protected areas
5 languages. English, French, Spanish, Japanese and Polish
6,562 downloads



Guidelines for conserving connectivity through ecological networks and corridors
5 languages. English, French, Spanish, Mongolian and Korean
15,729 downloads



Guidelines for geoconservation in protected and conserved areas
5 languages English, French, Spanish, German and Arabic
6,721 downloads



Cultural and spiritual significance of nature
English
4,064 downloads

TECHNICAL SERIES



A global register of competences for protected area practitioners
5 languages. English, French, Spanish, Nepali and Burmese
1,626 downloads



Recognising and reporting other effective area-based conservation measures
6 languages. English, French, Spanish, Portuguese, Korean and Chinese
5,334 downloads



Protected Areas Benefits Assessment Tool + (PA-BAT+)
English
1,654 downloads

In 2022
WCPA publications
were downloaded over
150,000
times

GOOD PRACTICES



Guidelines for applying the IUCN protected area management categories to marine protected areas
English
6,590 downloads



Governance of protected areas: from understanding to action
4 languages. English, French, Spanish, Portuguese,
15,293 downloads



Guidelines for applying protected area management categories
9 languages. English, Chinese, Arabic, Korean, Japanese, Romanian, Czech, French and Spanish
36,434 downloads



Urban protected areas: profiles and best practice guidelines
3 languages. English, French, Spanish
5,141 downloads



Transboundary conservation: a systematic and integrated approach
English
2,536 downloads



Adapting to climate change
English
4,153 downloads



Wilderness protected areas
English
1,526 downloads



Large-scale marine protected areas
English
2,021 downloads



Tourism and visitor management in protected areas
6 languages. English, French, Spanish, Portuguese, German and Mongolian
28,876 downloads

WCPA has produced many publications over the years
this spread highlights the most recent outputs

Protected areas: Nexus of biodiversity and climate agendas

Protecting and restoring ecosystem integrity for climate action

Protecting high carbon ecosystems:

Primary forests

Peatlands

Mangroves

Connectivity for climate change adaptation

Technical Note

IUCN WCPA Technical Note Series No. 8
ROLE OF PROTECTED AREAS IN CLIMATE CHANGE MITIGATION AND BIODIVERSITY CONSERVATION

ISSN 2209-1178 (online) ISSN 2209-1268 (print)

KEY MESSAGES:


1. Widespread consensus has emerged that biodiversity loss and climate change are twin crises that must be addressed together to achieve success in either one.
2. Protected and Conserved Areas (PAs) are the most effective tool to address both biodiversity loss and climate change within a time frame that reflects the required urgency.
3. New PAs, the expansion of existing PAs and support for OECMs can target places where carbon richness and high biodiversity overlap to create "carbon stabilization" areas.

Broad Policy Consensus:

There is general consensus that biodiversity loss and climate change are twin crises requiring integrated, comprehensive and holistic approaches. As aptly articulated by António Guterres, Secretary-General of the United Nations, the twin global challenges of climate change and biodiversity loss have to be tackled in a more coordinated manner: "climate change threatens to undermine all efforts to conserve and sustainably manage biodiversity and [that] nature itself offers some of the most effective solutions to avert the worst impacts of a warming planet". The creation of new Protected Areas (PAs), the expansion of existing ones, protecting and establishing conservation corridors that connect PAs, and better PA management are the first and most effective policy tools to address these global crises.

At COP25 Parties to the United Nations Framework Convention on Climate Change (UNFCCC) recognized the contribution of nature to addressing climate change and the need to address biodiversity loss and climate change in an integrated matter¹. They added the importance of protecting nature at COP 26².

Likewise, the United Nations Convention on Biological Diversity (CBD) recognized the importance of the climate change/biodiversity nexus³, including in the Kunming Declaration from COP15 Part 2, 2020 Aichi Biodiversity Targets (targets 10 and 12) and the draft Post 2020 Global Biodiversity Framework (GBF) (targets 2, 8 and 11). A nature-positive world, as promised by the 95 country signatories to the Leaders' Pledge for Nature, embodies this collective understanding of the interdependence of biodiversity loss, ecosystem integrity, climate change impacts and human well-being.




*Example of a carbon-rich, high biodiversity tropical rainforest
Yasuni National Park, Ecuador. Photo: Merly Mackalena/Stock*

IUCN

Adapting to Climate Change

Guidance for protected area managers and planners

Edited by John E. Gross, Stephen Woodley, Leigh A. Walling, and James E.M. Wilson



Developing capacity for a protected planet

Best Practice Protected Area Guidelines Series No. 24

WCPA, SSC, WCS logos

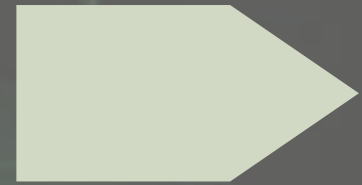


The Climate Change Resilience and Adaptation Planning Tool

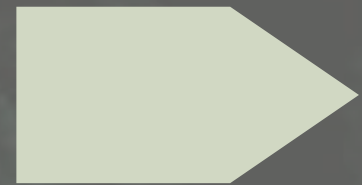
A Tool for MPAs and Marine OECMs

IUCN WCPA Climate Change Specialist Group

WCPA Young Professionals Network



Sponsored 11 youth to attend two priority regional Congresses in 2022



Appointed 12 Young Professional Regional Focal Points (RFPs) to engage young members across our Regions



Continued to mainstream youth and young professionals across the work of WCPA

WCPA communications

PARKS
journal ranks
in the top
1/3 of related
journals



Belvédère de Sugiton, Cal



Kanchendzonga Wildlife Sanctuary, Sikkim, India.



Area-Based Conservation

A Bulletin of the IUCN World Commission on Protected Areas



July 2022



u Park provided the perfect backdrop for the first WCPA steering committee
his quadrennium, and we are grateful to Sabah Parks for hosting the event.

Past issues of the
WCPA Bulletin



Parks Journal



ACKNOWLEDGEMENTS

WCPA Partners and Supporters

Africa Wildlife Foundation

Bezos Earth Fund

Global Environment Facility

Gordon & Betty Moore Foundation

International Ranger Federation

Parks Canada

Parks Victoria

RedParques

Re:Wild

Sabah Parks

The Nature Conservancy

Universal Ranger Support Alliance

UNEP-WCMC

World Wildlife Fund US

Wildlife Conservation Society



Report of the IUCN Species Survival Commission

109th Meeting of the IUCN Council

24 May 2023

Network

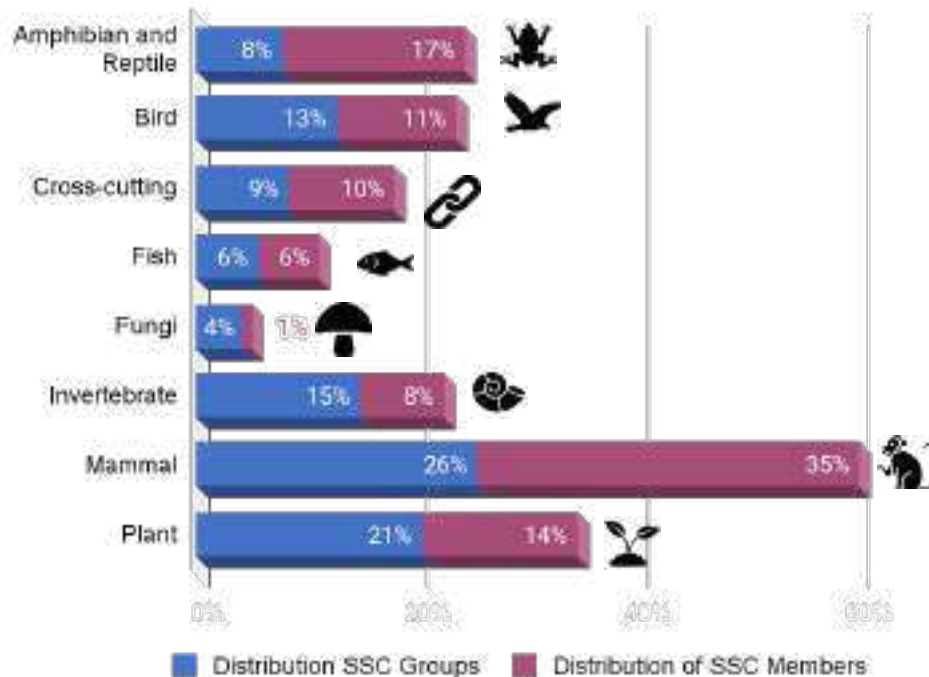
Membership and SSC Groups, May 2023

8,704 members have renewed or joined the SSC Network for the 2021-2025 quadrennium.

179 SSC Groups in **186** Countries:
15 Stand-alone Red List Authorities
8 Task Forces
1 Action Partnership
8 Conservation Committees
147 Specialist Groups

Network

Membership Demographics by SSC Group



12 new SSC groups since January 2022:

4 National Species Specialist Groups

- ✓ IUCN SSC China Species Specialist Group
- ✓ IUCN SSC Colombia Species Specialist Group
- ✓ IUCN SSC Madagascar Species Specialist Group
- ✓ IUCN SSC Indonesia Species Specialist Group

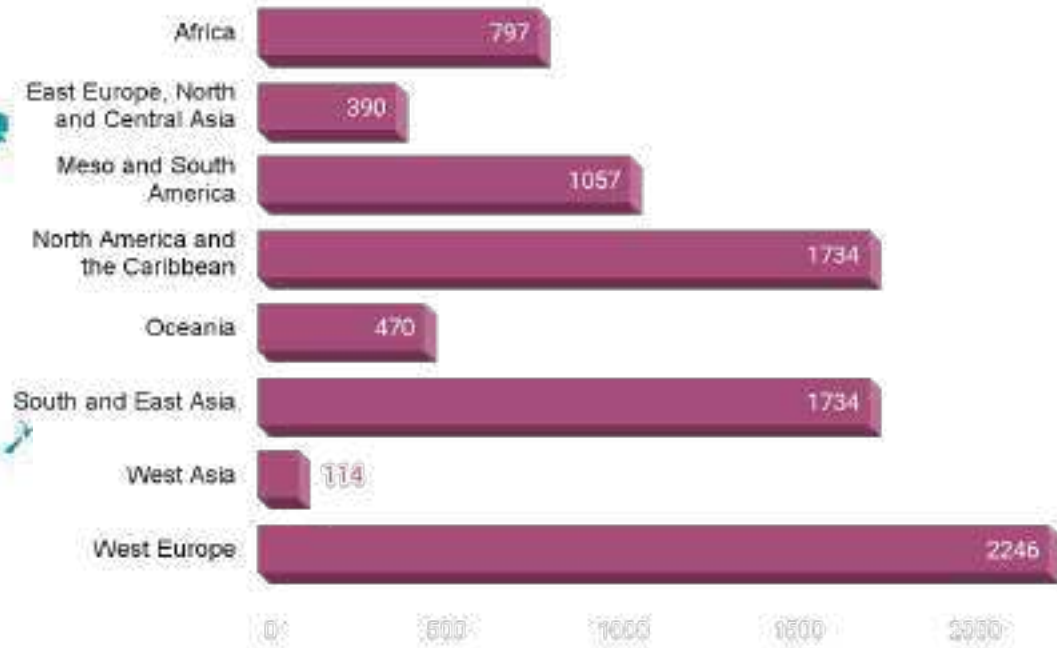
1 Stand-alone Red List Authority

- ✓ IUCN SSC Marine Invertebrate Red List Authority

7 Specialist Groups

- ✓ IUCN SSC Animal Biobanking for Conservation Specialist Group
- ✓ IUCN SSC Colombia Fungal Specialist Group
- ✓ IUCN SSC Dung Beetle Specialist Group
- ✓ IUCN SSC Parasite Specialist Group
- ✓ IUCN SSC Sea Cucumber Specialist Group
- ✓ IUCN SSC Brazil Fungal Specialist Group *Jan 23
- ✓ IUCN SSC Seaweed Specialist Group *Apr 23

Network Membership by Region



Source: IUCN Commission System. March 2023

Network

Focal Persons to 67 National and 8 Regional IUCN Committees

35 Focal Persons/
29 Countries

South America, Central America and Caribbean

18 Focal Persons already designated / 16 Countries

[List of Designated SSC Focal Persons to the IUCN N&R Committees South and Meso America](#)

Europe

17 Focal Persons already designated / 13 Countries

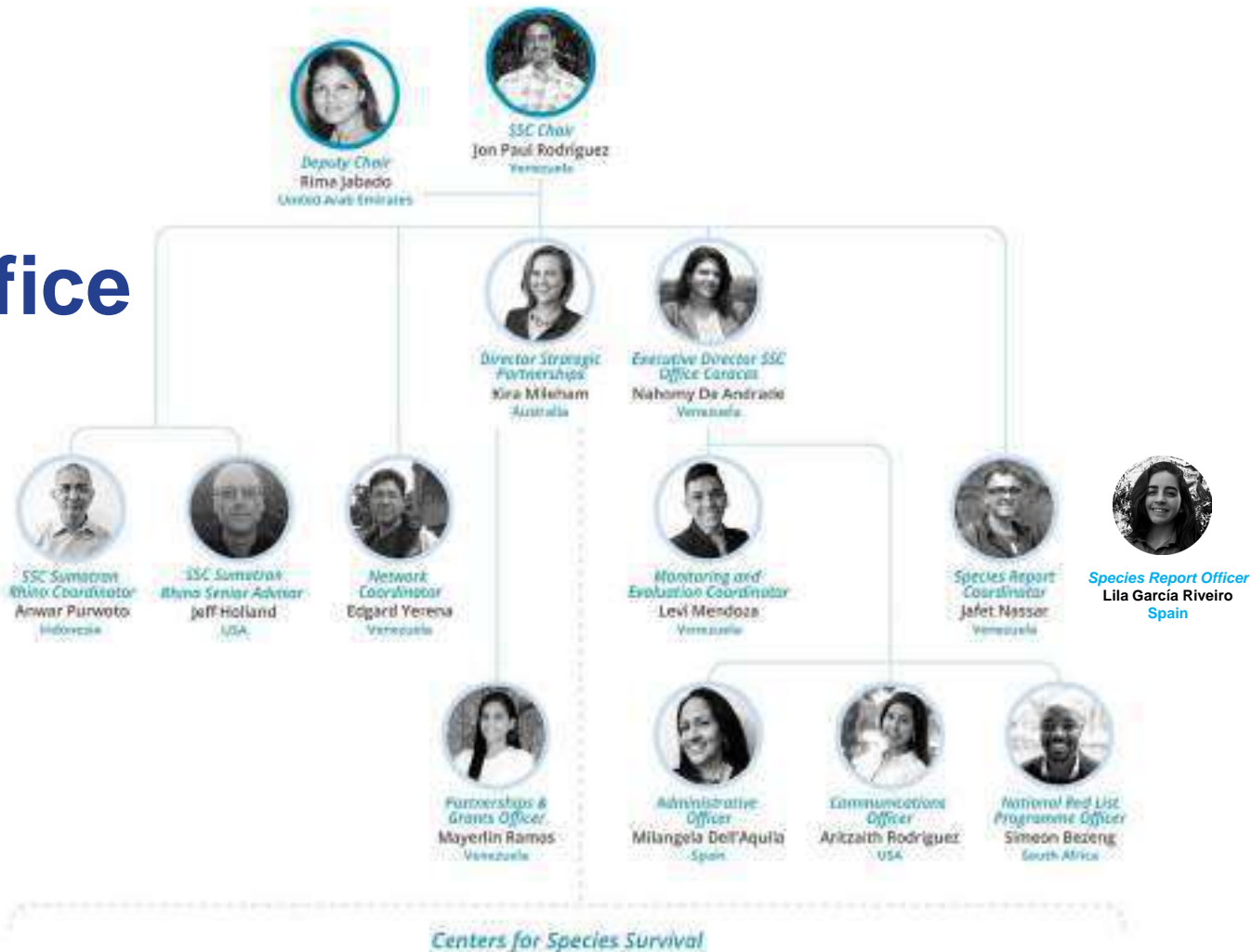
[List of Designated SSC Focal Persons to the IUCN N&R Committees Europe](#)

In progress: Asia

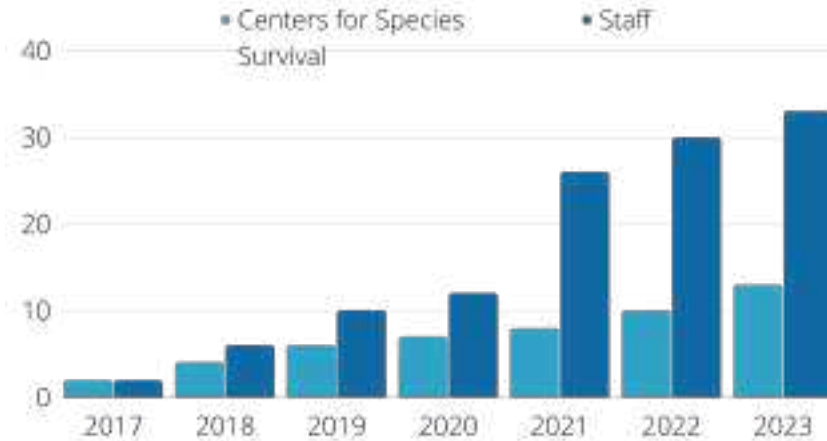
Criteria:

- If only 1 self-nominated: designated if approved by the Vice Chair.
- 2 self-nominated: one designated if positive feedback from the Vice Chair.
- If 3 or more self-nominated: electronic poll among country members and the member with more votes is designated.
- If the country that has a National Species Specialist Group: the Chair of such group is designated by default.

Chair's Office Team

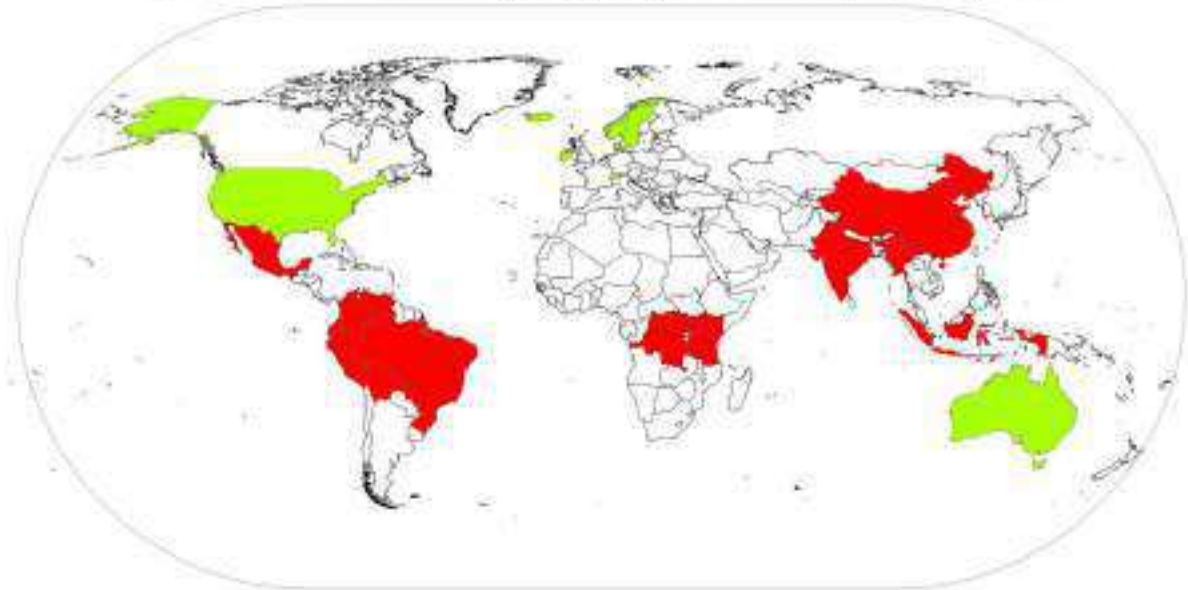


13 Centers for Species Survival



Biodiversity Paradox

Zero overlap between the top 15 bird diversity countries (red) and the top 15 countries in terms of *per capita* gross domestic product (green).



Addressing the biodiversity paradox requires expansion and mobilization of human, institutional and financial resources around the world.



and



**REVERSE
THE RED**

Interventions

5 intervention letters since January 2022, delivered jointly with SSC Groups, experts across the network, IUCN regional offices and programmes.



Intervention letters

- ★ 1. Poisoning of migratory birds in Crimea - January 18, 2022.
- ★ 2. Poaching losses of rhinos in Hluhluwe-iMfolozi Park, South Africa - May 24, 2022.
- 3. (2nd, 1st 2019) Urgent call to reactivate the work for habitat restoration and protection of the Loa frog (*Telmatobius dankoi*) in Chile - July 16, 2022.
- 4. Protecting the Lower Congo River from large hydro-electric dam developments - August 5, 2022.
- ★ 5. Urgent declaration of the American red swamp crayfish, *Procambarus clarkii*, as an invasive species in Colombia - September 16, 2022.

Communications

SSC Publications



141 SSC Groups annual reports published — Yr.2021

2020 and 2021 Species Annual Reports published



5 Quarterly Report

4 Species e-bulletin



2023. **Best Practices Guidelines**

2022. **Guidelines for the management of confiscated, live organisms Malay, Tagalog, and Indonesian versions.**



Communications

Funding for publications



SSC-Oryx Partnership, US\$ 21,650. Renewed for 2024.

- 12 articles published, or accepted and in press.
- In revision (with the author): 3
- In review: 2
- Reject & resubmit: 3
- Rejected: 6
- Conservation News items published or in press: 16

Communications

Funding for publications



SSC-Oryx Partnership, US\$ 21,650. Renewed for 2024.

31 groups: Afrotheria, amphibian, Asian songbird trade, bat, bear, bison, caprinae, cat, China plant, deer, dung beetle, equid, galliformes, global tree, grasshopper, hippo, hornbill, marine turtle, medicinal plant, mushroom, bracket and puffball, otter, pangolin, parasite, primate, shark, species monitoring, wildlife health, and wild pigs groups, invertebrate committee, and oil crops task force.

Communications

Funding for publications



diversity

an Open Access Journal by MDPI

IMPACT
FACTOR
2.465

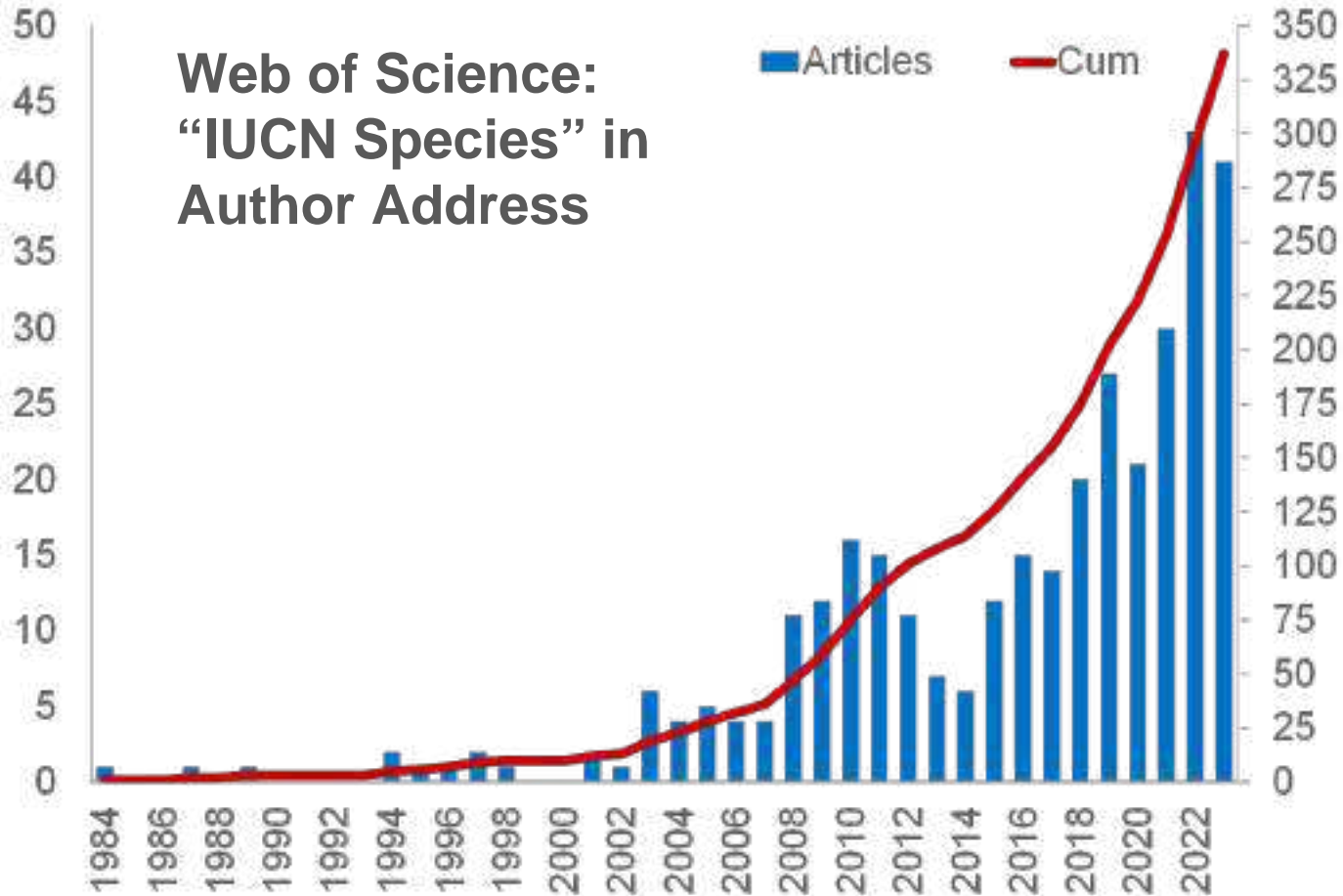
CITESCORE
2.2
SCOPUS

Assessments, Planning and Action for
Conservation of Species and Ecosystems
at Multiple Spatial Scales

Diversity special issue, US\$ 8,456.2

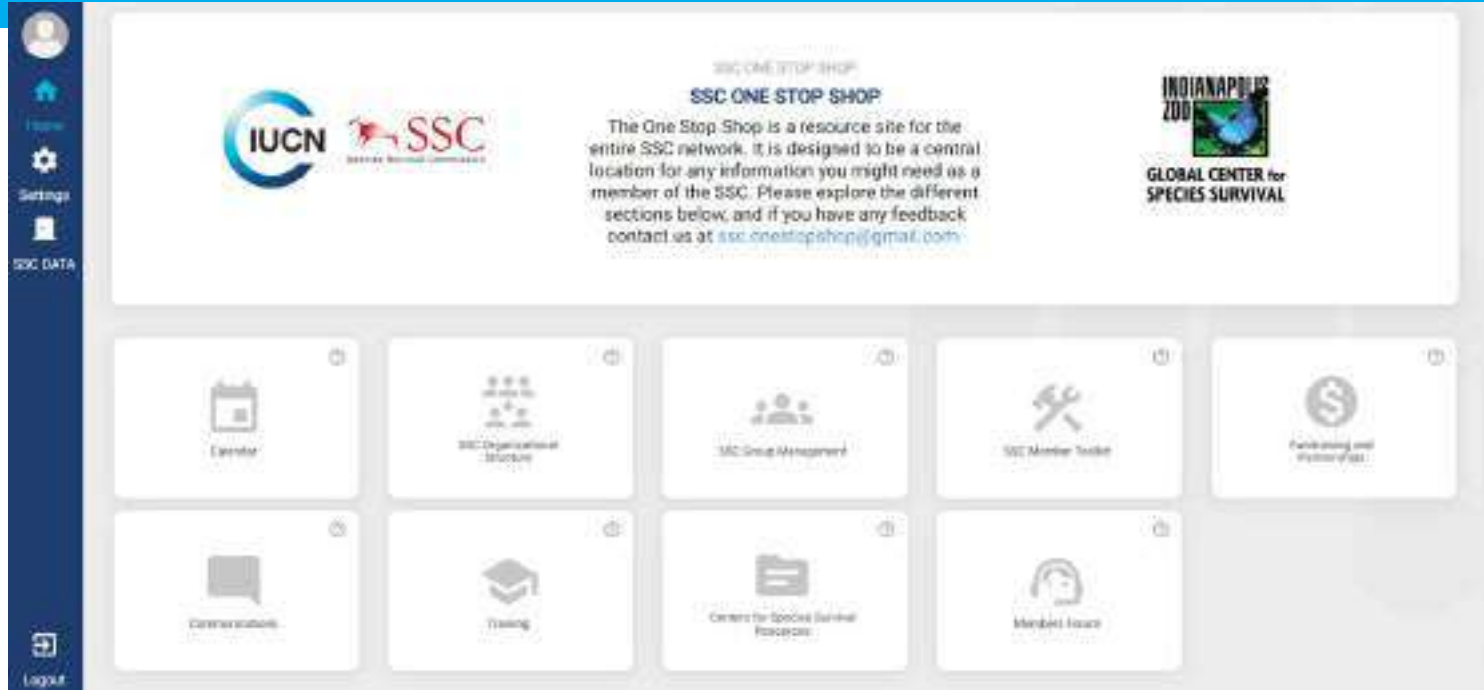
- 17 articles (+ editorial).
- 302 pages, plus supplementary materials.
- 209 authors.
- 55 countries and territories: 12 in Africa, 14 in Meso and South America, 2 in North America and the Caribbean, 4 in Oceania, 10 in South and East Asia, and 12 in West Europe.

Web of Science: “IUCN Species” in Author Address



Launching - SSC One Stop Shop



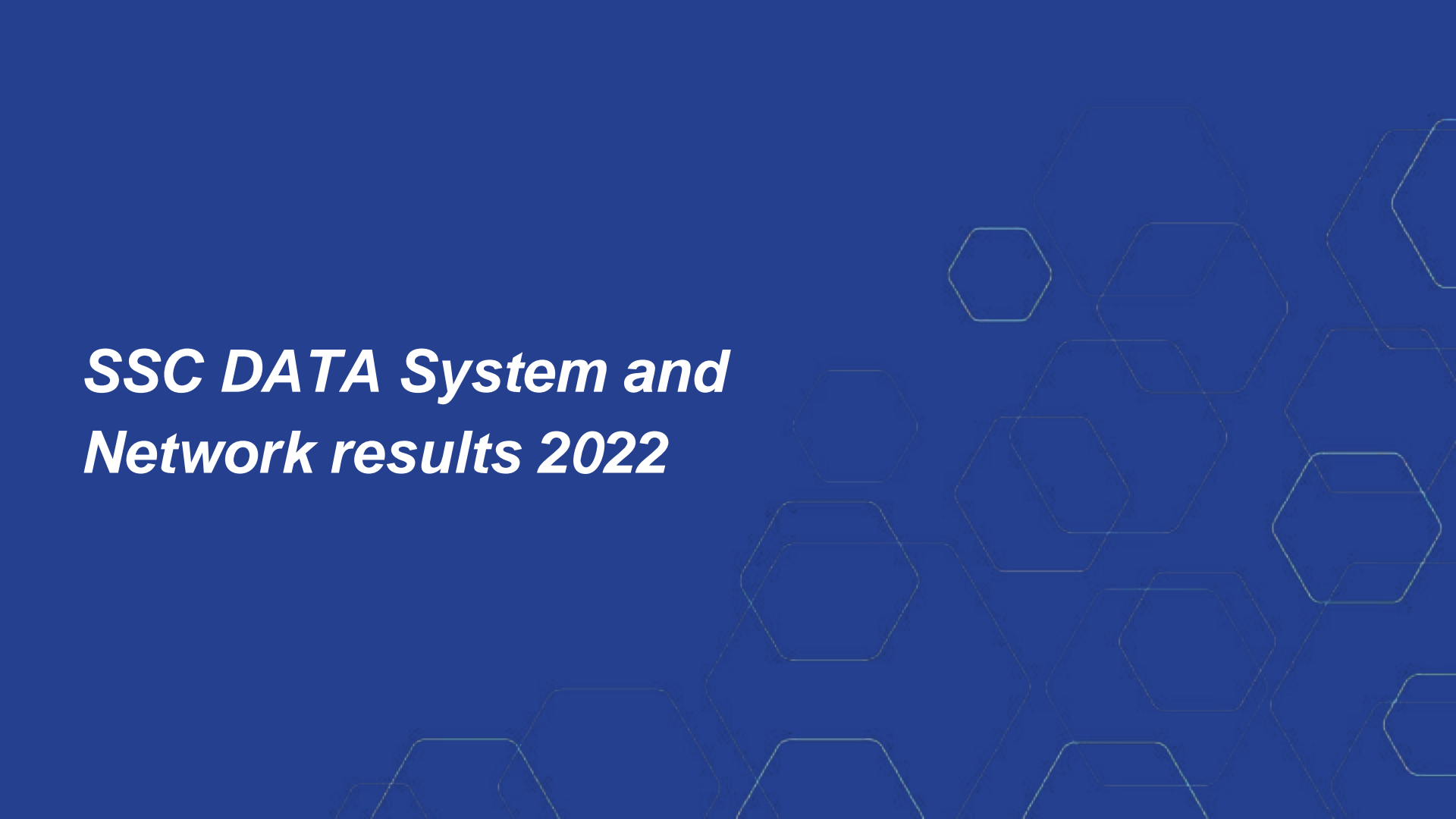


New resource site developed by the SSC Chair's Office in partnership with the Global Center for Species Survival following hundreds of conversations with SSC Groups. This platform is integrated with the SSC Data System.

One Stop Shop - Benefits

- One centralized location for all the resources that are offered to the SSC network.
- Resources to quickly onboard new leaders, members, and Centers for Species Survival.
- Information about upcoming events, grant opportunities, and access to useful training.
- Better organization of the resources offered to the SSC network through the creation of sections, categories, and subcategories within the platform.
- A way to promote interaction between SSC members through the members' forum.

***SSC DATA System and
Network results 2022***

The background of the slide is a solid blue gradient. On the right side, there is a decorative pattern of overlapping, light-colored hexagons of various sizes, creating a honeycomb-like effect.

SSC DATA System

Major achievements:

2,368 Targets integrated into the 2021-2025 Species Strategic Plan

1,195 targets with a global geographic scope

1,390 activities and results were reported for 2021

33% of targets are related to the Assess component, which is leading in importance

48% of targets were contributed by Mammal and Plant groups

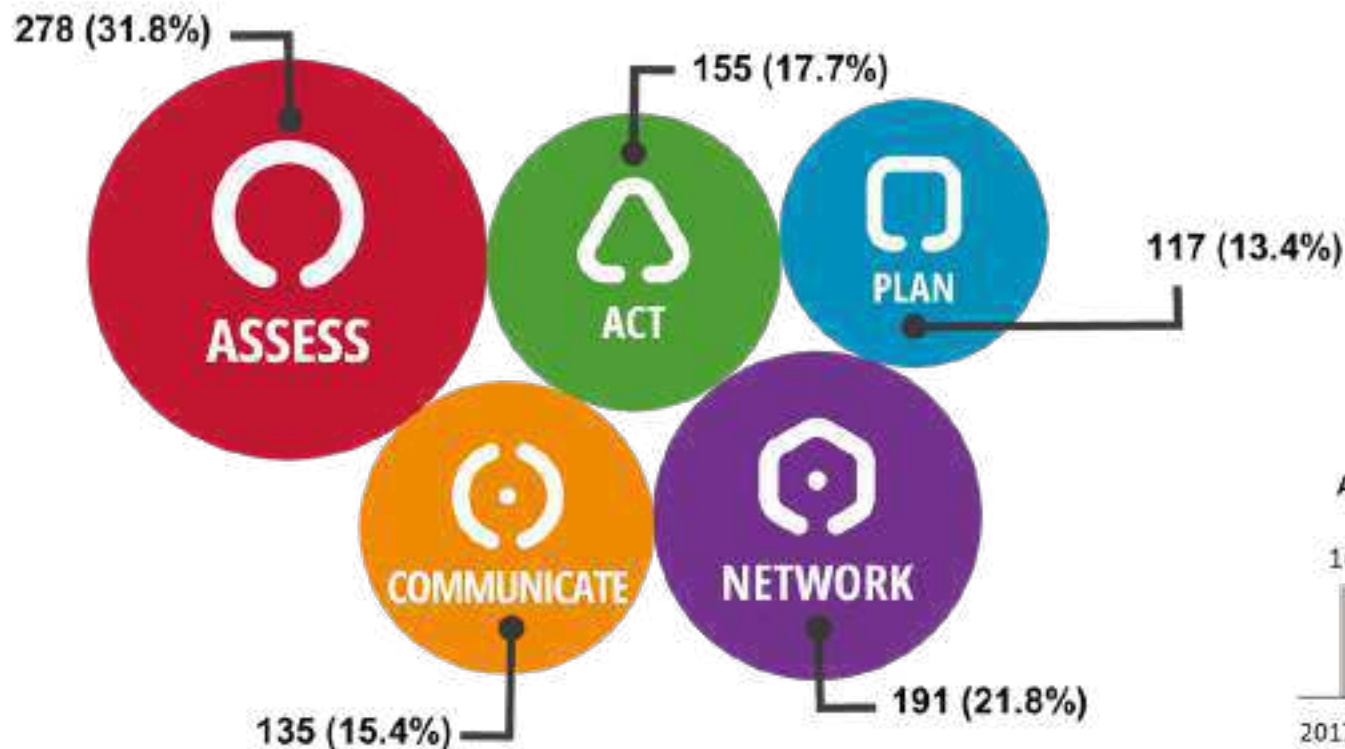
67% of targets are in progress or have been achieved already

The SCC DATA Information System is operative since early 2021, and now the entire process of reporting targets and results is carried out directly on the platform.

- Support in decision-making based on SSC DATA information,
- A variety of statistics of each group and the entire network available to users,
- SSC DATA users are able to know what other SSC Groups are doing,
- Continuous platform improvements to help group leaders to better manage their profiles.

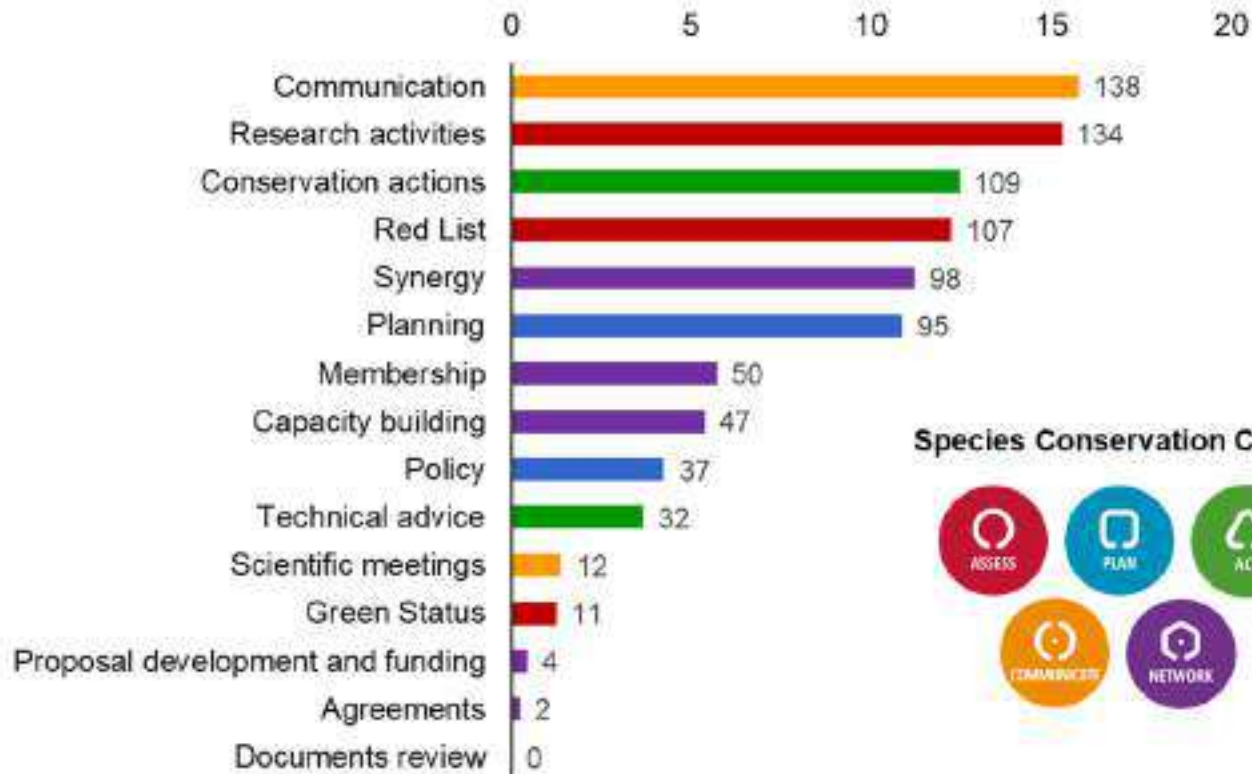
2022 Activities and results (N= 876)

RESULTS



2022 Results by activity category (%)

N= 876



Species Conservation Cycle



2022 highlights in numbers



133 / 5,059

Green Status assessments

19,610 / 94,216

Global **new** Red List assessments completed

21,977 / 18,470

Global Red List **reassessments** completed

415 / 643

Research projects completed or supported

2022 highlights in numbers



189 / 436

Conservation plans/strategies developed

46 / 52

Conservation plans/strategies updated

52 / 100

Policies where SSC members provided technical input



2022 highlights in numbers



22 / 88

Conservation translocations conducted

1,723 / 2,134

Technical consultations and documents provided to support conservation actions

138 / 250

Areas under management for a species or group of species



2022 highlights in numbers



2,372 / 2,139

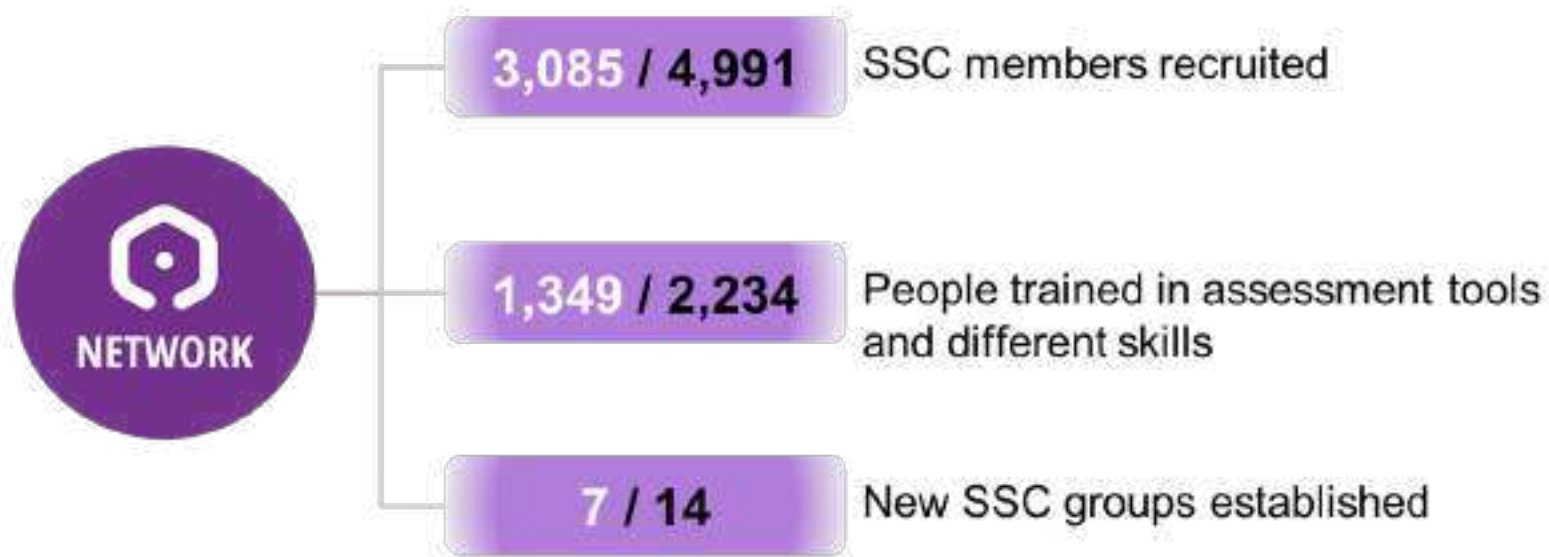
Threatened species benefiting from *in situ* conservation actions

1,066 / 2,834

Threatened species benefiting from *ex situ* conservation actions



2022 highlights in numbers



2022 highlights in numbers



USER



PUB



LOC



NETWORK



COMMUNITY



159 / 280

E-bulletins and newsletters produced

189 / 152

Communication products using innovative tools

560 / 2,455

Printed and digital communication outputs on specific taxonomic groups

Concluding highlights

- 92%** SSC Groups have established their targets for the 2021-2025 period
- 48%** SSC Groups started the process of submitting their 2022 reports
- 2,567** targets formulated and 67% of them achieved or on track until present
- 875** results reported for 2022
- 15** 2022 SSC stand-alone reports have been assembled and the 2021 Species Report was published

SSC Financial report

The background of the slide is a solid dark blue color. On the right side, there is a decorative pattern of overlapping, light-colored hexagons. The hexagons are of various sizes and are arranged in a way that they appear to be floating or overlapping each other, creating a modern, geometric aesthetic.

Sources of income SSC

- **Commission Operation Fund (COF)**: statutory contribution to work of the Commission. The COF is intended primarily to support Commission governance and management.
- **Restricted** donations: administered by SSC for specific projects or activities of the Commission and our partnerships. In 2022: most of the EAD grant (CHF 562,500 per year), Reverse the Red, On the Edge (US\$ 80 K per year), Sumatran Rhino Survival Alliance, George Rabb Internship Fund (US\$ 100 K).
- **Unrestricted** donations: annual or multi-annual contributions to SSC that provide general support to our work. Slide at the end of each presentation.

SSC Financial Statement Consolidated: January 2022 -March 2023

Description	Total SSC (USD)	
	2022	2023
INCOME	2,759,318.0	1,022,846.5
IUCN SSC Commission Operation Fund (COF)	225,553.2	66,208.5
Unrestricted	1,085,176.4	235,403.4
Restricted	1,448,588.4	721,234.5
EXPENSES	2,593,014.8	577,221.3
Salaries & Consultants	463,350.8	171,220.6
SSC Chair's office representation costs	126,459.3	36,422.5
SSC Annual meetings	0.0	21,842.3
Technology & Communications	70,216.2	10,415.2
Species Strategic Plan: SSC Network support	480,138.8	102,889.9
Red List Unit	383,159.9	80,000.0
Flagship Conservation Initiatives	391,251.0	152,093.3
Office & General Administration costs	678,438.8*	2,337.6
BALANCE	166,303.2	445,625.2

**Includes \$487,823.4 USD transferred from restricted to unrestricted*

Source: 2022 & 2023 SSC Financial Statements

SSC Financial Statement: Unrestricted funds - January 2022 to March 2023

Description	Total SSC (USD)	
	2022	2023
INCOME	1,310,729.6	301,612.0
IUCN SSC Commission Operation Fund (COF)	225,553.2	66,208.5
Unrestricted	1,085,176.4	235,403.4
EXPENSES	889,749.61	267,145.74
Salaries & Consultants	463,350.8	171,220.6
SSC Chair's office representation costs	126,459.3	36,422.5
SSC Annual meetings	0.0	21,842.3
Technology & Communications	70,216.2	10,415.2
Office & General Administration costs	190,612.4	50.7
BALANCE	435,721.97	45,186.23
Previous year unspent budget	233,207.6	693,298.6
BALANCE + PY UNSPENT BUDGET	693,298.6	754,959.4

COF and Unrestricted: correspond to funds from **IUCN** and **SSC donors** to support the SSC Chair's Office operations.

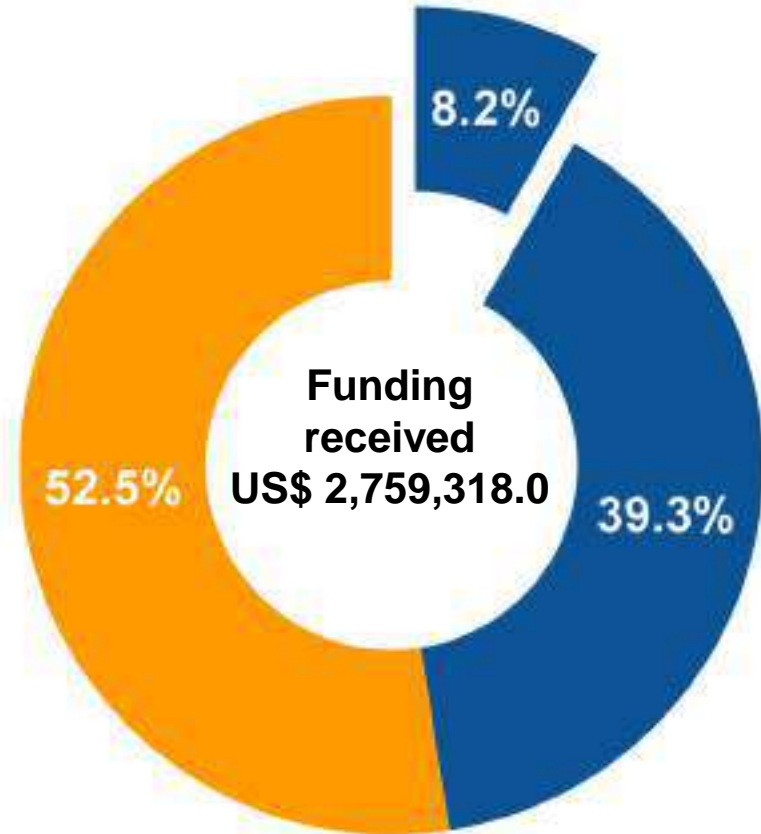
SSC Financial Statement: Restricted funds - January 2022 to March 2023

Restricted: Funds pledged by allies to support the implementation of the Species Strategic Plan allocating funds across the SSC Network, Red List Unit and Flagship Conservation Initiatives, such as Sumatran Rhino Project, Biodiversity Assessment for Spatial Prioritization in Africa (BASPA) and Reverse the Red

Description	Total SSC (USD)	
	2022	2023
INCOME	1,448,588.4	721,234.5
Restricted	1,448,588.4	721,234.5
EXPENSES	1,742,376.1	337,270.1
Species Strategic Plan: SSC Network support	480,138.8	102,889.9
SSC Internal grant	133,913.6	10,500.0
SSC EDGE Internal grant	104,120.0	39,336.0
SSC Cross cutting grants	107,000.0	0.0
Publication opportunities	35,105.3	3,053.9
SSC General Fund grant	100,000.0	50,000.0
Red List Unit	383,159.9	80,000.0
Flagship Conservation Initiatives	391,251.0	152,093.3
Biodiversity Assessment for Spatial Prioritization in Africa (BASPA)	63,761.7	67,160.0
Sumatran Rhino Project fund	288,378.3	57,738.8
Reverse the Red	39,111.0	27,194.5
Transferred to unrestricted	487,826.4	2,286.9
BALANCE	-293,787.7	383,964.4
Previous year unspent budget	835,993.6	542,205.9
BALANCE + PY UNSPENT BUDGET	542,205.9	926,170.3

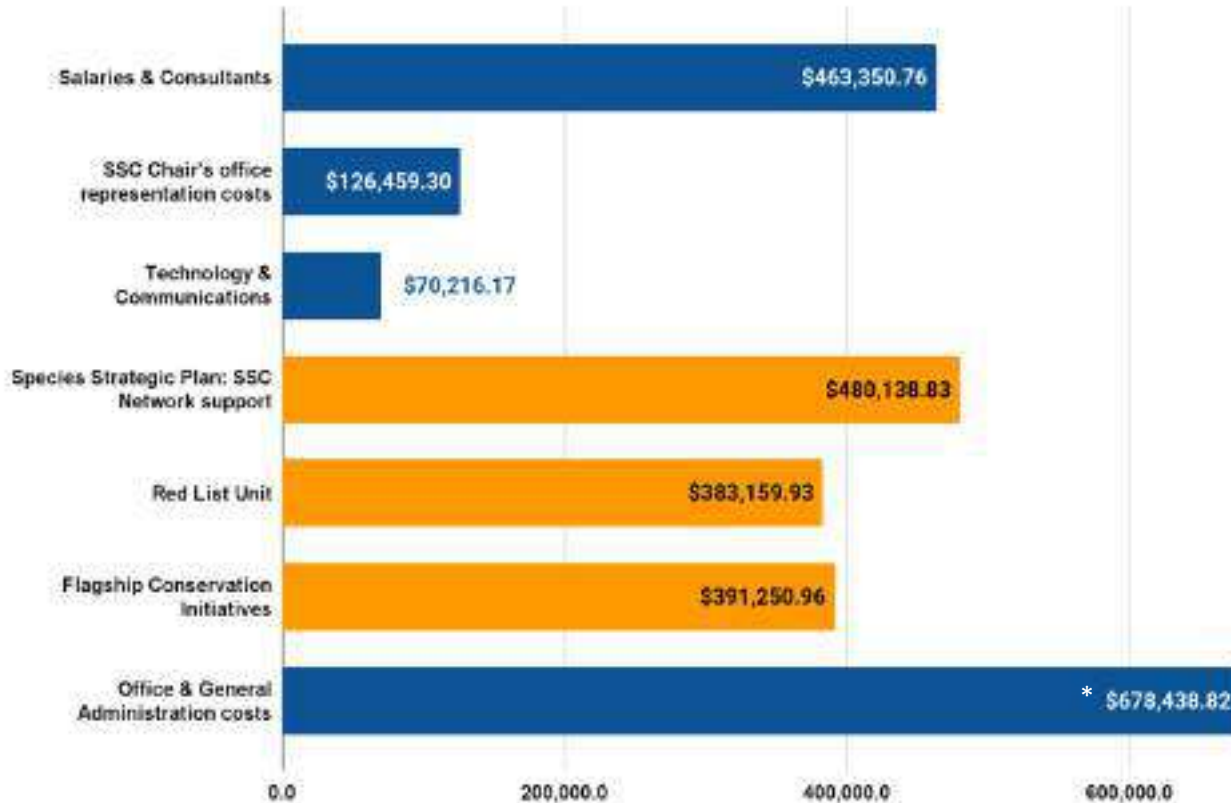
Source: 2022 & 2023 SSC Financial Statements

**SSC Financial Statement Consolidated
January - December 2022**



● IUCN SSC Commission Operation Fund (COF) ● Unrestricted ● Restricted

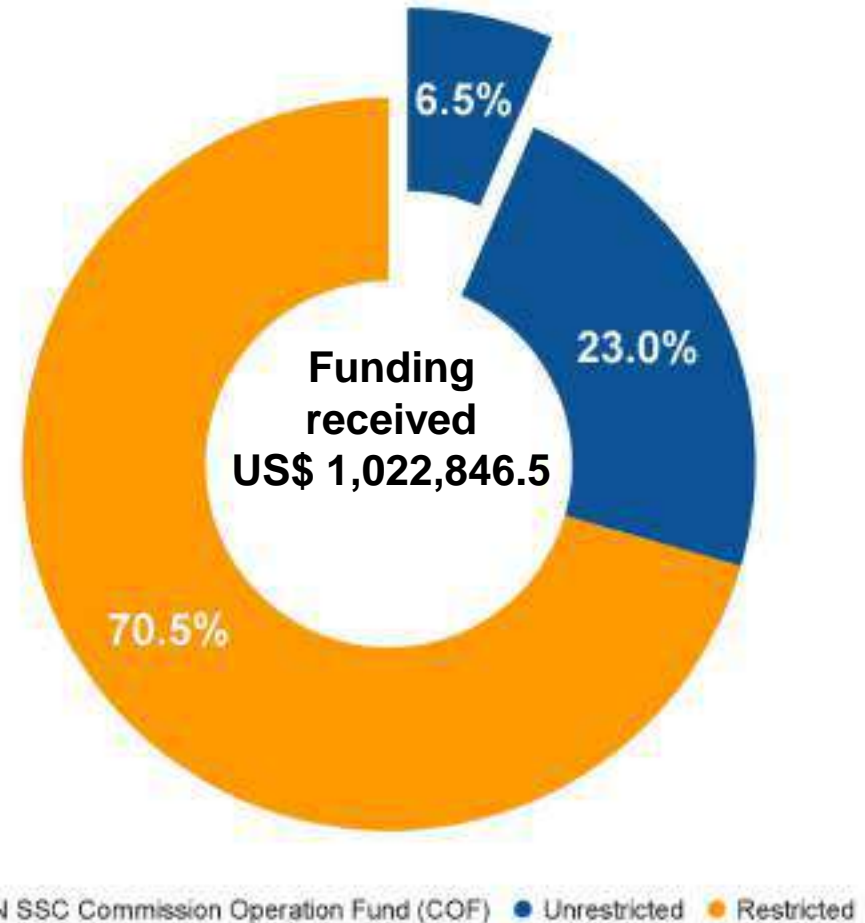
SSC Financial Statement Consolidated: January - December 2022



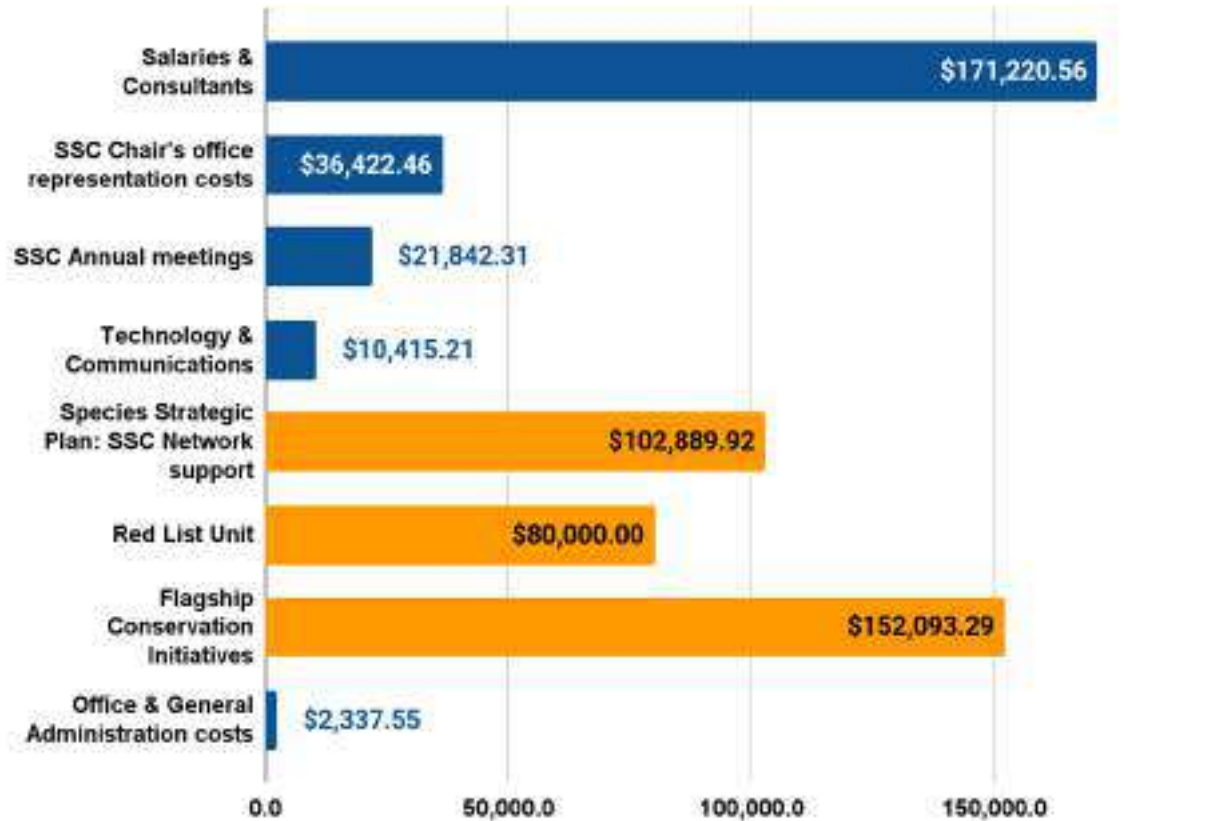
Expenses
US\$ 2,593,014.8

**Includes \$487,823.4 USD transferred from restricted to unrestricted*

SSC Financial Statement Consolidated January - March 2023

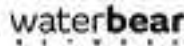


SSC Financial Statement Consolidated: January - March 2023



Expenses
US\$ 577,221.3

2023 SSC Partners and Donors



Thanks!





109th Meeting of the IUCN Council

24-25 May 2023 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 9.2

Appointment of Deputy Chair(s) of the IUCN Climate Crisis Commission

DRAFT COUNCIL DECISION

The IUCN Council,

On the proposal of the Interim Chair of the IUCN Climate Crisis Commission,

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

- Ms Cathy Yitong Li (China), and
- Mr. Brendan Mackey (Australia)

noting that, in terms of Article 44 of the Statutes, only one of them will attend any single meeting of the IUCN Council or will represent the Interim Chair when he is absent and that, in terms of Regulation 46, Ms. Cathy Yitong Li, will act in the place of the Interim Chair when he is unable to act as the Chair.

The Interim Chair of the IUCN Climate Crisis Commission submits his proposal for appointment of two Deputy Chairs of the Commission with the following explanation.

The Steering Committee met recently and decided to come with an innovative proposal to nominate to Council two individuals for appointment as Deputy Chairs of the Commission considering background and experience, gender balance and time zones for effective coordination.

The Interim Chair had consulted the Secretary to Council who had responded as follows:

The Statutes [Article 46 (m)] and Regulations [Articles 46 and 73] consistently refer to "a Deputy Chair" in the singular. And in practice, Council has, at least since 2008, appointed one Deputy Chair for the 6 other Commissions.

The reason for appointing a Deputy Chair and for Statutes to allow her/him to attend the Council meetings is to ensure that they are well informed/prepared to take over from the Chair and vote on her/his behalf whenever the Chair can't attend a meeting or is unable to carry out her/his functions.

However, I see your/the Interim Steering Committee's point and think it is a legitimate one and a reasonable proposal that only one of the Deputy Chairs represents you during any single Council meeting at which you will not be present.

It will also be important to make it clear from the start which Deputy Chair will act in your place whenever you are unable to act as the Chair - see Regulation 46.

I personally can't see why the rule and practice should stop you from making the proposal to Council, and let's see how Council reacts. I can't exclude that Council overrules my reading of the Statutes and Regulations. There may indeed be

resistance from those who don't like to set a precedent. But my best guess is that, if Council accepts your proposal, some of the other Commission Chairs may be interested to follow your example. There will at least not be any major cost implications as long as only one of the Deputy Chairs travels to Council meetings. And because you select both candidates from the ISC membership, there won't be financial implications either if they both travel to ISC meetings.

Only one of the Deputy Chairs will attend during any meeting of the IUCN Council or represent the Chair when he is absent from the Council meeting. Hence, financial/cost implications will be minimal.

The two nominees for Deputy Chair whose biography has been attached hereafter, are:

1. Cathy Yitong Li (China - based in UK) - Political background and strong engagement with youth. Cathy would have the predominant role in representing the Interim Chair when needed.
2. Brenden Mackey (Australia) - Strong technical and scientific skills.



109th Meeting of the IUCN Council

24-25 May 2023 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 9.3

Appointment of members of the Steering Committee of the IUCN World Commission on Protected Areas

DRAFT COUNCIL DECISION

The IUCN Council,

On the proposal of the Chair of the IUCN World Commission on Protected Areas (WCPA),

Appoints the following individuals as members of the Steering Committee of WCPA:

- Ms Harriet Davies-Mostert, Regional Vice Chair for East and Southern Africa;
- Ms Mariana Bellot, Regional Vice Chair for North America.

On 6 April 2023, the Chair of WCPA informed the Secretary to Council that:

1. Olivier Chassot has stepped down as Vice Chair for Communications. He will not be replaced in this position.
2. Sabelo Lindani will step down as Regional Vice Chair for East and Southern Africa and will be replaced by Harriet Davies-Mostert (Biography attached)
3. Mike Wong will step down as Regional Vice Chair for North America and will be replaced by Mariana Bellot (Biography attached).

The current membership of WCA's Steering Committee can be viewed at <https://iucn.org/our-union/commissions/world-commission-protected-areas/about/steering-committee> .



109th Meeting of the IUCN Council

24-25 May 2023 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 9.4

Appointment of a member of the Steering Committee of the IUCN Commission on Environmental, Economic and Social Policy

DRAFT COUNCIL DECISION

The IUCN Council,

On the proposal of the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),

Appoints Mr. Pablo Crimer, Regional Chair for Latin America as member of the Steering Committee of CEESP.

On 8 May 2023, the Chair of CEESP informed the Secretary to Council that Maria Moreno de los Rios, who stepped down for personal reasons, will be replaced by Pablo Crimer as Regional Chair for Latin America. Mr. Crimer's biography is attached hereafter.

The current membership of CEESP's Steering Committee can be viewed at <https://iucn.org/our-union/commissions/commission-environmental-economic-and-social-policy/about/ceesp-steering> .



109th Meeting of the IUCN Council

24-25 May 2023 (in person), IUCN headquarters, Gland, Switzerland

Agenda Item 9.5

Appointment of a member of the Steering Committee of the IUCN Commission on Education and Communication

DRAFT COUNCIL DECISION

The IUCN Council,

On the proposal of the Chair of the IUCN Commission on Education and Communication (CEC),

Appoints the following individuals as members of the Steering Committee of CEC:

1. Ms Margaret (Meg) Beckel
2. Mr. Bernard Combes
3. Mr. David Ainsworth

The biographies of the candidates are attached hereafter.

The current membership of CEC's Steering Committee can be viewed at <https://iucn.org/our-union/commissions/commission-education-and-communication/cec-steering-committee> .

FAC Report

20-Year Strategy

Review of IUCN's Financial Governance

- *Progress to date*

Sustainable Finances – no matter what strategic model

- ***First - Assessment of our current financial governance*** – COMPLETE
- **Key Findings**
 - Onboarding and Skills
 - Financial Info flow/timing
 - Financial Insight
 - Council Oversight – strengthen info, time and input
- **15 recommendations**
- **Prioritized, resource needs and lead resp**

Budget and Workplan Development

Abu Dhabi FAC raised a number of issues in related to budget and workplan development and approval, including:

- **Information timing and affect this could have on trust**
- **Compressed schedule**
 - **Input at front end**
 - **Review period limited**
 - **Financial health indicators – detail vs insight**
- **Council questions - wide range of interests, particularly linkage of \$ - goals**
- **Standing Committees through June**

Review of IUCN's finances - Finances

- *Progress to date*

Second - Financial analysis of current situation - COMPLETE

Transition to fuel new model

- **Key findings**
 - **Lack of unrestricted \$**
 - **Limits financial flexibility to pursue strategic priorities determined by IUCN**
 - **Limits financial ability to invest in developing new sources of revenue to meet our reserves shortfall or to generate other sources of unrestricted revenue**
 - **Limits ability to invest in major organizational risks that require sustained investment**
 - **Cost Recovery**
 - **Revenue generation culture**
 - **Strategic Growth**
 - **Operational issues**
- **22 recommendations**
- **Prioritized, resources and lead**

Next Steps

Financial model that fuels a new vision for IUCN's ambitions and role in the future of conservation

- **FAC needs...**

- 1. What is our ambition?**

- **What type and scale of impact(s) does IUCN desire and expect to make?**
- **How do we intend to achieve it?**

Next Steps

What we need...

2. Level of detail needed in the information for consultation with members?

- Clear Implications of the changes from current situation to financial model needed to achieve ambitions
 - a. Potential org footprint
 - b. Investment needed
 - c. What costs reduced - How much
 - d. Revenue needed
 - e. Time horizon for the transition to be from our current model to a new one?3

3. @ 6-8 months...

Thank you

Report of the Treasurer on Reserves for Financial Sustainability

1. Why do we need reserves?

- As a buffer against unbudgeted risks and to ensure business continuity despite exceptional losses.
- To set aside funds for investment.

2. Strategic change in 2016

- Loss of FW CHF 6M PA acceleration of projects.
- Project portfolio doubled. Project revenues increased 63% but reserves stagnated.

3. How much unrestricted “free” reserves do we have?

- CHF 20M at 31.12.22 (CHF 20M at 31.12.16)
- Reserves have stagnated despite growth in risk.

5. Reserves gap CHF10-15M. How is it to be bridged? By when?

- Can existing business model deliver sufficient and uninterrupted surpluses? Track record does not support.
- Structural changes:
 - Increase non-traditional unrestricted revenues
 - Reduce risks
 - Reduce costs

6. Integrating 20-year strategic goals with the financial strategy

- Ideally two clear options should emerge for financial evaluation, including a SWOT analysis.
- Four questions need to be answered:
 1. How much incremental and restricted revenues should be raised? How and by when?
 2. What is the optimal role of projects?
 3. Revenue allocation – What are the expense, investment priorities?
 - Organisation and distribution model
 - Investments needed for growth
 - Allocation to reserves
 4. Change Management

Agenda item 3.3

Outcomes and Recommendations to the Council

PPC12 – 23 May 2023

FOR DECISION: Recommendations from the Conservation and Human Rights Task Force for Council and update on relevant Resolutions (*on Resolution 119: Doctrine of Discovery*) (PPC12 Agenda item 2)

The Programme and Policy Committee (PPC) recommends:

on Resolution 119: Doctrine of Discovery, as well as elements of Resolution 002 — Strengthened institutional inclusion concerning indigenous peoples; Resolution 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith- based organization networks; and Resolution 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19.)

PPC recommends:

- Council establish a Truth and Reconciliation Working Group in accordance with the proposal submitted, with membership from CEESP, WCEL, and IUCN Members;
 - The working group develop a detailed workplan within 3-6 months to include Council Members, IUCN Members and Commissions representatives with appropriate expertise;
 - The working group integrate IUCN resolutions that are relevant to the Doctrine of Discovery into a comprehensive approach to the renunciation of the Doctrine of Discovery into a comprehensive approach;
 - The IUCN Secretariat and CEESP work together to fundraise for the activities of the working group and associated mechanisms;
 - The Working Group roll out an explicit communications strategy; and
 - The Working Group should deliver a report on the implications of the renunciation of the Doctrine of Discovery, which may include the submission of a Council sponsored motion to the next World Conservation Congress

Agenda item 3.3

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: Updates on implementation of Congress Resolutions and from the Committee Task Forces (*on Resolution 123: Synthetic biology*) (PPC12 Agenda item 3) (p. 1 of 2)

PPC:

- Notes the comments received from the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection of Germany, Deutscher Naturschutzring, Re:wild, and the Wildlife Conservation Society on the process for implementation of 2021 Congress Resolution 123;
- Endorses the detailed responses to these comments prepared by the PPC's Resolution 123 Working Group and recommends the draft responses be sent to the aforementioned Members;
- Welcomes that PPC witnessed the stratified random process to select potential members of the IUCN synthetic biology citizens assembly; and
- Acknowledges further that it was a clear and transparent process;

Agenda item 3.3

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: Updates on implementation of Congress Resolutions and from the Committee Task Forces (*on Resolution 123: Synthetic biology*) (PPC12 Agenda item 3) (p. 2 of 2)

The Programme and Policy Committee recommends that:

- Council approves the “Terms of Reference for bodies involved in implementation of IUCN Resolution 123 (Marseille, 2020) - Towards development of an IUCN policy on synthetic biology in relation to nature conservation” and the “Process for the implementation of 2021 Congress Resolution 123 (Marseille, 2021) - Towards development of an IUCN policy on synthetic biology in relation to nature conservation” approved by Council Decision C108/2 (November 2022), as revised in response to feedback received from IUCN Members; and
- Council agrees that this is a novel and transparent process, and looks forward to the outcomes and next steps

Agenda item 3.5

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: International Positioning (*PPC12 Agenda item 8*)

The PCC appreciates the presentation on international positioning from the Secretariat, and the increased collaboration it reflects, and commends the great work done;

PPC further endorses the full-time Secretariat position based in New York for the IUCN role as Permanent Observer to the United Nations, and looks forward to the completion of the selection process;

Agenda item 6

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: IUCN Knowledge Products Strategy Roadmap (*PPC12 Agenda item 5*)

The Programme and Policy Committee welcomes the revision and modifications of the Knowledge Products Strategy Roadmap and recommends Council:

- endorses the Knowledge Products roadmap, as part of the process to develop a comprehensive Knowledge Management strategy;
- requests that this feeds into the development of an IUCN vision and strategy for Knowledge Management;
- requests the Secretariat to ensure that the development of this strategy includes a bottom-up process that consults with Members, Council, and Commissions; and
- encourages the 20-year Strategic Vision ([WCC 2020 DEC 147](#)) to take account of the Knowledge Products roadmap, as well as the Knowledge Management vision and strategy.

Agenda item 6

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: IUCN Academy Strategy (*PPC12 Agenda item 6*)

PPC thanks the IUCN Academy Director and her team for the presentation, and for the progress in development of the draft IUCN Academy Strategy, including the incorporation of comments from Commissions and Council.

PPC recommends that Council:

- Establish an Academy Advisory Board be set up as priority as outlined in the draft strategy and that it proactively engages with all IUCN Commissions;
- Request the Advisory Board and Secretariat to undertake a legal review, working with WCEL that addresses intellectual property issues relevant to the Academy;
- Request the Advisory Board, working with the Secretariat, to review the name of the Academy to clarify that this is not meant to compete with existing universities and other established higher education institutions;
- Requests the Secretariat to
 - develop a business plan for the Academy, working with the Advisory Board;
 - develop an updated strategy to be reviewed by PPC and submitted to Bureau for its approval, preferably before the end of July.

PPC also recommends that Council decide to allow the Academy to proceed with not-for-fee training courses, consulting in advance with the Advisory Board, and that the conditions for offering fee-based training is proposed jointly by the Secretariat and Advisory Board over the coming months.

Agenda item 7

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: (Re)Confirmation of the rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN (*PPC12 Agenda item 11*)

- The Programme and Policy Committee recommends that the Commissions work with the Secretariat Commission Support Unit to propose an update/revision of the guidance on the use of the IUCN Logo, by constituent part of the Union. This should include ensuring clarity that any Specialist Group of an IUCN Commission clearly identify that any correspondence, recommendation, or representation is on behalf of the respective Specialist Group and not all of IUCN.

Agenda item 10.2

Outcomes and Recommendations to the Council

PPC12 – 23 May 2023

FOR DECISION: Updates by the Private Sector Task Force (*PPC12 Agenda item 4*)

The Programme and Policy Committee reviewed and recommends for Council approval *the Oversight Mechanism of the IUCN Operational Framework for Engagement with the Oil and Gas Sector*.

- On this basis, and on the basis of the recommendation of the PPC Private Sector Task Force, PPC agrees that the proposed collaborative agreement with TotalEnergies aligns with the seven key conditions described in the Operational Framework for Oil and Gas engagement and agrees that the Secretariat may proceed in its establishment, reporting back biannually to PSTF as per the oversight mechanism.
- Furthermore, on this basis and on the basis of the recommendation of the PPC Private Sector Task Force, PPC agrees that the renewal of the collaborative agreement with Shell PLC aligns with the seven key conditions described in the Operational Framework for Oil and Gas engagement and agrees that the Secretariat may proceed in its establishment, reporting back biannually to PSTF as per the oversight mechanism.
- PPC recommends establishment of a clear communications strategy that addresses reputational risks associated with these engagements. This strategy should clarify what the terms of engagement mean and what they do not mean, vis a vis alignment with the Operational Framework.
- The Chair of PPC issues a further invitation to IUCN Councillors to join the PSTF.

Agenda item 10.2

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR DECISION: Jeju Leaders Forum and GEF Review (*PPC12 Agenda item 7*)

PPC notes and welcomes the external review of the Jeju Leaders Forum.

PPC notes that organisation of the 2023 Leaders Forum is now well advanced, and recommends that Council have a much more proactive oversight role in any future Leaders Fora, including working to ensure such fora contribute strategically to the IUCN programme and mission.

The Secretariat is requested to bring proposals, for a 2024 Leaders Forum to PPC prior to Council 110.

In addition, PPC acknowledges and appreciates the work of the Secretariat on GEF engagement and the external review.

Agenda item 10.2

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR INFO: Motions for Congress (*PPC12 Agenda item 9*)

PPC initiated a process to identify policy gaps in existing IUCN resolutions, that would benefit from submission of motions from Council for consideration at the next World Conservation Congress. PPC will discuss this further and provide a list of such potential motions to Council 110.

The preliminary list of possible topics is: Biodiversity Credits; Conservations' Human Rights Legacy; Measurement of conservation outcomes; biodiversity finance; water and climate change resilience; and geoengineering.

Agenda item 10.2

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR INFO and Decision: Policy Overseer Procedure (2010) (*PPC12 Agenda item 10*)

PPC will review the [2010 Policy Overseer Procedure](#) and report back, bring any amendments to Council 110.

PPC recommends Council to approve the [IUCN Procedures for Engaging in International Policy Meetings](#).

Agenda item 10.2
Outcomes and Recommendations to the Council
PPC12 – 23 May 2023

FOR INFORMATION : PPC Task Force on Antarctica and the Southern Ocean (*PPC12 AOB*)

The Programme and Policy Committee discussed gaps in IUCN engagement with issues around conservation in Antarctica and the Southern Ocean, and Council notes the establishment of the PPC Task Force on Antarctica and the Southern Ocean, to provide a draft report to PPC before Council 110, with the following ToR:

1. Review and update the strategy for IUCN's Programme and Policy on Antarctic Issues (especially taking into consideration relevant IUCN resolutions, recent policy developments including the Kunming-Montreal Global Biodiversity Framework and IUCN's programme of work) for action now and that can act as an input to the 2025- 2029 intersessional programme; and
2. Develop a plan that outlines a sustainable means of implementation including options for fundraising and capacity development, aiming to elevate IUCN's engagement with and influence of relevant policy fora.

Agenda item 10.2

Outcomes and Recommendations to the Council PPC12 – 23 May 2023

FOR INFO and Decision: AOB

The Programme and Policy Committee nominated Lolita Gibbons-Decherong as the IUCN Council Global Focal Person - Ocean.

Outcomes and Recommendations to the Council

GCC9 – 23 May 2023



Agenda item 4: IUCN World Conservation Congress 2025

The IUCN Council,

On the recommendation of its Governance and Constituency Committee,

1. *Recognizing* that a thorough selection process has been carried out and *taking into account* the proposal from the Candidate Host, the evaluation report and the recommendations from the Secretariat as well as all other relevant facts,
2. Decides to [ACCEPT] the offer from the Environmental Agency Abu Dhabi to host the 2025 IUCN World Conservation Congress in Abu Dhabi, United Arab Emirates, from 9 to 15 October 2025.



Agenda item 4: IUCN World Conservation Congress 2025

The IUCN Council,

On the recommendation of its Governance and Constituency Committee,

1. Noting that very few bids to host the IUCN Congress have been received in recent years,
2. Acknowledging the ongoing process of the revision of the Statutes and the 20 years strategy,
3. Council request the Secretariat to review the requirements along the Host Country selection process for future IUCN World Conservation Congress, in particular with a view on financial, environmental and social criteria, with the aim to encourage diversity of future bids.



Agenda Item 9.2 IUCN Climate Crisis Commission

Outcomes and Recommendations to the Council Governance and Constituency Committee

(GCC\9 23 May 2023)



Agenda item 9.2 IUCN Climate Crisis Commission:

9.2.1 Appointment of Deputy Chair(s)

GCC,

Acknowledges the note of the Secretary to Council in Council document C109/9.2/1, but, after consultation of the Legal Advisor, recommends Council, to:

1. Respect the IUCN Statues, which consistently refer to "a Deputy Chair" in the singular, and therefore
2. Recommend Council to accept only one CCC deputy chair

9.2.2 Issues raised by the Interim Steering Committee (ISC)

GCC,

1. Reminds Council that a Congress decision can not be overruled by a Council decision.

Note: Asks Secretariat to continue consistently adding a note to Council documents, that could be in conflict with a Congress decision or the IUCN Statues.



Outcomes and Recommendations to the Council Governance and Constituency Committee

(GCC\9 23 May 2023)



Governance and Constituency Committee Task Force, Working-Advisory Groups

Working Group on the membership dues

Maud Lelièvre (Chair), Ana Di Pangracio, MA Keping, Imèn Meliane

Task Force on the draft amendments to the Statutes, Regulations to improve the motions process

Imèn Meliane (Chair), Ana Di Pangracio, Ramón Perez Gil

Task Force on the implementation of Congress Decision 145

Shaikha Salem Al Dhaheri (Chair), Ramón Perez Gil, Gloria Ujor

Task Force on strengthening *One Programme* approach

Sixto Inchaustegui (Chair), Carl Amirgulashvili, MA Keping, Shaikha Salem Al Dhaheri, Gloria Ujor, Ramiro Batzin, Vivek Manon

Task Force on the (2019) External Governance review

Ramón Perez Gil (Chair), Shaikha Salem Al Dhaheri, Sixto Inchaustegui

Advisory Group on Congress Decision 148 (Congress attendance)

Imèn Meliane (Chair), Ana Di Pangracio, Ramón Perez Gil

Task Force on the review of the Regulations concerning the appointment of the Legal Adviser

Christina Voigt (Chair), Imèn Meliane, John Smaranda

Task Force compiling all IUCN Statutes and Regulations revisions (Newly formed at GCC9)

Vivek Menon (Chair), Ramón Perez Gil, nominee FAC, nominee PPC - Supported by Legal Advisor

Agenda item 5: Constituency Issues

5.1 Membership dues

At its last meeting in January 2023, Council made the following **decision C/108/14**:

The IUCN Council,

Having received the report of the Council Working Group on membership dues, On the recommendation of the Governance and Constituency Committee (GCC), Decides:

1. That the Working Group with the support of the Secretariat develops a proposal to operationalize Membership dues for the special case of venue-based organizations which includes:
 - a) A definition of what is a venue-based organization ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organizations.
 - b) A methodology for calculating the dues, possibly based on that used by Association of Zoos and Aquariums. (consultation with the organizations concerned on these proposals will be organized)
 - c) A consideration of applying any dues change retroactively to 1 January 2022.
 - d) A consultation with Members. With the intention that the analysis is completed by May 2023 and a timeline set for remaining steps.

Agenda item 5: Constituency Issues

5.1 Membership dues

The Council Working Group on Membership Dues recommends that Council approves the “Dues based on conservation activities only” for venue-based organizations as defined in (1) duly noting the implications as analyzed below.

1. **Dues Based on Conservation Activities Only**: Using the same scale for NGOs and INGOs (category B), this option will only take into account the venue-based organization’s expenditure on conservation activities and not their total expenditure. This would be assessed based on:
 - 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 nor its conservation expenditure is not included in their audited accounts, the Member would be asked to self-report modeled on the criteria used by the Association of Zoos and Aquariums (AZA) in the US for assessing the expenditure of their members on field conservation. [AZA requires its members to self-report their annual conservation expenditure in the following five categories](#):
 - 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 will be set at 25% of total expenditure and cannot be lower than that.
 - d. Members that do not supply the above information within the required timeframe will automatically be invoiced dues based on the organization’s total expenditure.

Agenda item 5: Constituency Issues

5.1 Membership dues

Proposed DRAFT Council Decision :

The Governance and Constituency Committee,

Having considered the proposal for membership dues of venue-based organisations within IUCN on 23 May 2023:

1. Recommends to Council to operationalize Membership dues for the special case of venue-based organisations by taking into account the venue-based organisation's expenditure on conservation activities and not their total expenditure (Option 1 in the proposal – as defined in Annex*); and
2. Recognizing that Membership dues and the value of IUCN membership pose a broader set of issues affecting other Members beyond venue-based organisations, recommends to continue its work and propose a holistic Membership strategy and a revised Membership Dues Guide for adoption at the next Congress

*A definition of what is a venue-based organization ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organizations.

Agenda item 5.2 Membership applications

Proposed DRAFT Council Decision :

The IUCN Council,

On the recommendation from the GCC, the IUCN Council,

1. APPROVES twelve (12) new membership applications (as per annex) that fulfil the requirements of the IUCN Statutes and Regulations and have received no objections from IUCN's membership;
2. RECOMMENDS the Secretariat to encourage the *New Millennium Women Empowerment Organization*, Ethiopia to update their website in order to allow the public at large to learn about the full range of their activities in nature conservation.

Agenda item 5.3 Applications for change of membership category or notification of name change

Proposed DRAFT Council Decision :

The IUCN Council,

On the recommendation from the GCC,

1. TAKES NOTE of the name change of one current IUCN Member (as per table below).
2. APPROVES the request from one IUCN Member to change their membership category from National NGO Category to Affiliate (Annex x).
3. NOTES with concern the increasing number of IUCN Members that are requesting to change their membership category to Affiliate as a result of the new Membership dues.

Agenda item 5.4 Update on the preparations for the IUCN Members' e-vote to rescind Members' rights

The Secretariat informed the GCC of the two-yearly process of Members voting to rescind Members' rights of Members which have not paid the 2020 and 2021 dues. The list will be published for Member comments (while some on the list may still pay) after which Members will be invited to vote on the list. If approved, those on the list will be rescinded if they do not pay within one year from the vote.

(GCC8 outcomes)

Agenda item 10.3

Update on Membership application form - Question about sustainable use policy

As requested by C108 summary outcomes, Agenda Item 4.1 Membership applications, GCC approved the wording as proposed by Membership Unit.

Membership Application Questions

Potential Members must:

1. Adhere to or confirm that their organisation shares and supports the objectives of IUCN as set out in the [Statutes and Regulations](#):
 - “The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.” Statute 2
2. Have as one of its central purposes the achievement of IUCN’s objectives and a substantial record of activity in the conservation of nature and natural resources;
3. Have objectives and track record that embody to a substantial extent:
 - i. the conservation of the integrity and diversity of nature; and, either or both:
 - ii. the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
 - iii. dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;
4. Not pursue objectives or carry out activities that conflict with the objectives* or activities of IUCN.

*See point 1 on sustainable use

Agenda item 10.3

Recommendation on a strategy for Member recruitment of cities and municipal governments

Council requested during C108, cf. Summary Minutes, 4.1 Membership applications, a membership recruitment strategy for cities and municipal governments

GCC Decision :

The GCC,

Having considered the draft strategy for Member recruitment of cities and municipal government:

1. Asks the Secretariat to further develop the strategy based on feedback provided at the meeting; and
2. To continue with business as usual activities regarding the recruitment of cities and municipal governments as IUCN Members.

Agenda item 10.3

Task Force on the draft amendments to the Statutes, Regulations to improve the motions process

Proposed DRAFT Council Decision :

The IUCN Council,

On the recommendation of its Governance and Constituency Committee,

1. Approves the Terms of Reference (TOR) of the Council's Motions Working Group (Annex 2) and the process for appointing the members of the Motions Working Group (Annex 1);
2. Requests the MWG to work together with the GCC TF on motions to propose, for consideration by Council at its 111th meeting amendments to the IUCN Statutes and relevant Rules of Procedure with the aim to improve the effectiveness and transparency of the Motion process and address the concerns raised by Members at the last Congress;
3. Requests the MWG to work with the GCC TF to propose changes to the internal procedures to the Motion WG, in particular to enhance the transparency of the Motion process
4. Requests the MWG to work with the Secretariat to prepare a work plan and budget needed for effectively managing the motions process for consideration by Council when adopting the IUCN Budget for 2024 and 2025.

Agenda item 10.3

Task Force on the WCC Resolutions and Decisions implementation (Decision 145)

GCC Decision :

Noting the mandate given to the Task Force of GCC to address decision 145 related to the “Establishment, operating rules, and oversight of National, Regional and Interregional Committees”,

GCC decides to conduct a pilot analysis, recommending a direct interaction, in coordination with the regional offices, with the Committees.

Agenda item 10.3

Task Force on strengthening *One Programme* approach

GCC decision :

GCC acknowledged the high importance of the Task Force on strengthening *One Programme* approach.

The TF will form subgroups to work on the three topics of

- i) holistic Membership Strategy,
- ii) strengthening Commissions, and
- iii) alignment of Regional and National constituents with the *One Programme*.

Agenda item 3.4 Implementation of the Council Response to 2019 Governance External Review

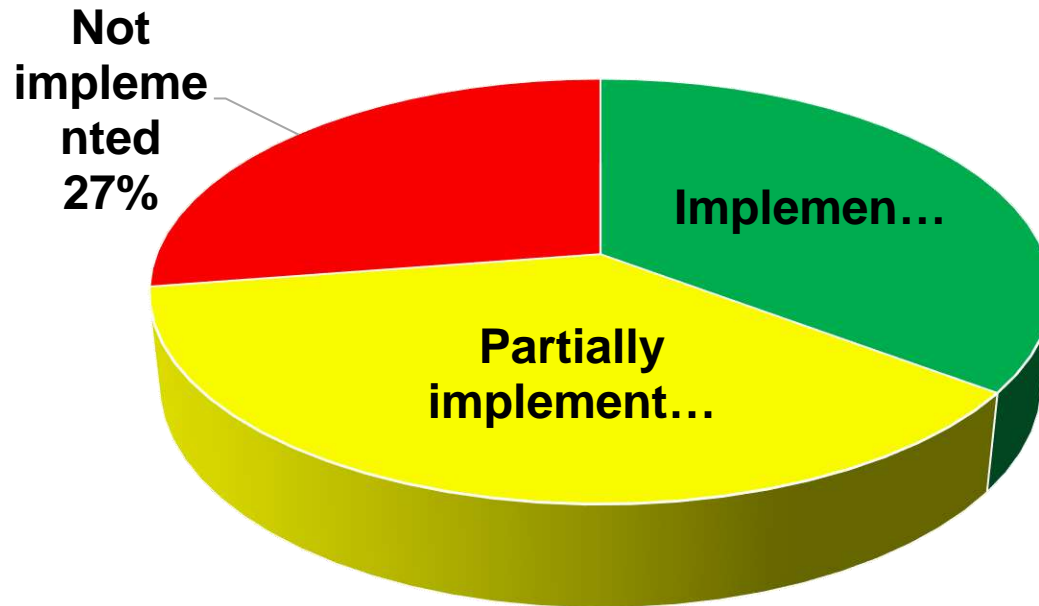
Task Force on the (2019) External Governance review

Report on “Management response to the External Review of aspects of IUCN’s Governance”

Background:

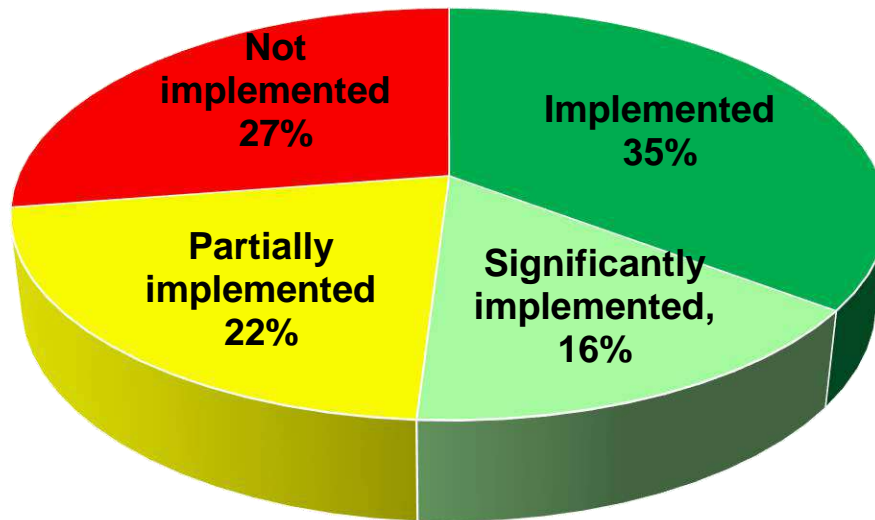
- ✓ External Review of aspects of IUCN’s governance (2019)
 - ✓ Management Response of the Council (January 2020)
 - ✓ GCC- Task Force analysis, including guidance to the Steering Committee of the IUCN-20y SV project.
-
- External Review includes 51 recommendations grouped into:
 - People,
 - Information Architecture,
 - Structures & processes, and
 - Group dynamics;
 - in addition to Risks (Technical, Strategy and relationships between IUCN governance bodies)

Report on “Management response to the External Review of aspects of IUCN’s Governance”



Report on “Management response to the External Review of aspects of IUCN’s Governance”

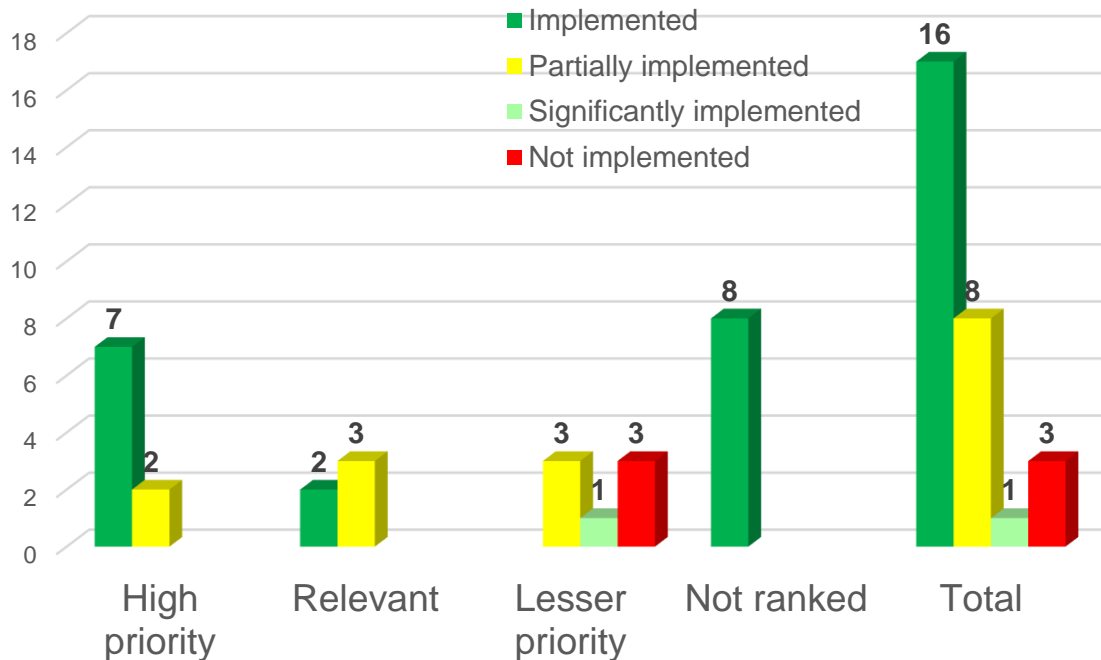
Status of Recommendations (n=51)



Significantly implemented:
≈ + than 70% of
accomplishment

Recommendations to be considered by the 20-y SV SC	High priority	Relevant	Lesser priority	Not relevant	Implemented	Partially implemented	Significantly implemented	Not implemented
6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.						■		
6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.		■						■
6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk		■						■
6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process. Partly accepted by Council January 2020		■				■		
6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.		■						■
6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.		■			■			
6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).		■				■		
6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements			■			■	■	
6.6.2.b Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.			■			■		
6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.	■					■		

Selected recommendations after ranking and considering guidance to the 20-y SV SC



❖ Out of the 51 recommendations: 13 are considered as not anymore relevant 10 shared with Steering Committee of the IUCN 20 years Strategic Vision.

Then, 28 recommendations remain of interest.

❖ Out of the these 28 recommendations, 16 have been assessed as “*implemented*”

Analysis and decision are suggested to consider 12 recommendations (partially implemented and not implemented)

Suggested 12 recommendations for analysis & decision

		High priority	Relevant	Lesser priority	Partially implemented	Significantly implemented	Not implemented
Group dynamics	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.						
	6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.						
Technical risks	6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.						
Strategy risks	6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members; . online and offline sessions						
	6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.						
Relationship between IUCN governance bodies	6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards.						
	6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.						
Integrity	6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.						
	6.8.1.a An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.						
	6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).						
	6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.						
	6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.						

Agenda item 3.4 Implementation of the Council Response to 2019 Governance External Review

Proposed DRAFT Council Decision :

The IUCN Council,

On the recommendation of its Governance and Constituency Committee,

1. Endorses the Task Force on the External Governance review report,
2. And commends the progress made by GCC and encourages continuation of the work.

Agenda item 3.3.1 2021 Congress Decision 148 - Enabling effective attendance and participation of Members in future sessions of the Congress

Advisory Group on Congress Decision 148 (Congress attendance)



Congress Decision 148 - *Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress.*

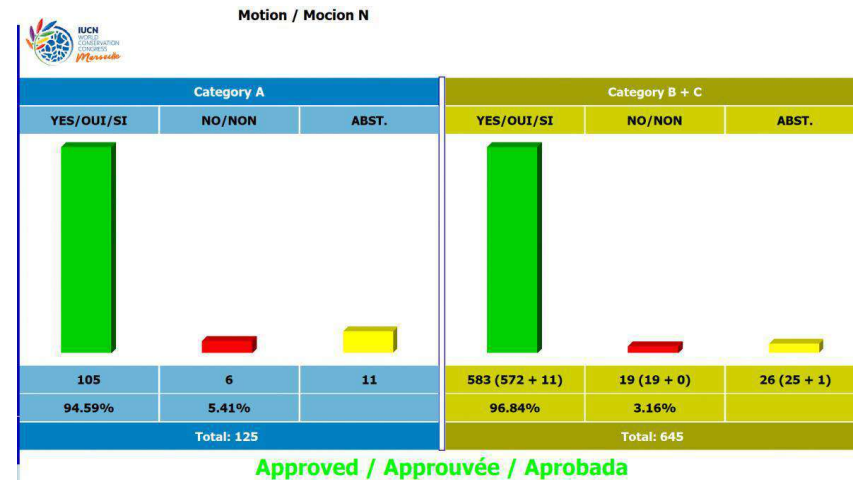
Report of the Advisory Group



Decision 148 – Reminder of key provisions

4. REQUESTS the Council to **prepare draft revisions to the IUCN Statutes** and formulate proposals to be presented to Members **with a view to enhancing the remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances**;

5. **ESTABLISHES an “Advisory Group for the Revision of the Statutes”** (hereinafter, “Advisory Group”), comprising a maximum of eight members to work with Council in this task;



Decision 148 – Composition of Advisory Group

ADVISORY GROUP (C107/3)

- Christine Dawson
- Thuraya Saidal Sareeri
- Malusi Vatsha
- Miguel Pellerano
- Scott Hajost
- Teina Mackenzie
- Kiran Timalsina
- Simon Stuart

COUNCIL

- Ana Di Pangracio
- Imèn Meliane (Chair)
- Ramón Pérez Gil



SECRETARIAT: Luc De Wever, Sandrine Friedli Cela, SungAh Lee, Iain Stewart, Sarah Over, Francois Jolles, Marc Magaud



- Advisory Group started to look at key directions and general provisions that would need to change if we need to have an effective hybrid congress. (Confirmed by Council in its Decision 108/8)
- Initial Members survey (from November 18th to December 11, 2022) aiming to gauge the extent to which IUCN Members agree or disagree with directions proposed by AG.

132 Members responded

**80+% of respondents support the directions
proposed by the AG**

The AG has met in person on 21st and 22nd January 2023, in Abu Dhabi, and started drafting amendment to Statutes taking into account:

- Results of Member's survey
- Technical characteristics of the online voting platform
- Reviewed video recordings of past WCC to test some rules



Key Points

- Delayed voting limited to one hour and only on final version of the motion (amendments and procedural issues (e.g. points of order) are by immediate vote
- Elections will be held fully online during the Congress, as in 2021, with all Members voting online through one and the same voting system.
- The option of voting by proxy is maintained during a hybrid Congress. Number of proxies that a Member can receive is limited to 5.

Proposed DRAFT Council Decision :

The IUCN Council,

Having considered the report of the Advisory Group for the review of IUCN Statutes, Rules of Procedure of the World Conservation Congress and the Regulations established by Council pursuant to 2021 Congress decision 148 (Council document C109/3.3.1/1 rev),

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

1. Approves the amendments to the Statutes, Rules of Procedure and Regulations proposed by the Advisory Group (Annex 1) for the purpose of submitting them to an online discussion of IUCN Members and subsequently to an electronic ballot with the aim of ensuring that the suggested changes are applicable in time to be effective during the preparation of the next World Conservation Congress;
2. Decides:
 - a. to apply the procedure defined in Regulation 94 with the timeline as presented in Annex 2;
 - b. that the online discussion referred to in paragraph 1 of the present decision will constitute the online discussion referred to in paragraph a. of Regulation 94;
 - c. that three sessions of a contact group be convened as part of the online discussion in order to ensure effective participation of IUCN Members and with the purpose of achieving a consensus text that can be put to the vote;
 - d. to request Council members, at the beginning of the online discussion, to engage with the National and Regional Committees in order to promote a discussion of the proposed amendments among IUCN Members and a stronger engagement of IUCN Members in the online discussion and vote;
3. Requests the GCC to prepare recommendations to Council regarding:
 - a. amendments to Regulation 94 with the purpose of shortening the time required between the initiation of the procedure and its conclusion with an electronic ballot; and
 - b. the possible introduction in the IUCN Statutes of a quorum requirement for Members' Assembly decisions.



Agenda Item 6 IUCN Knowledge Products Strategy Roadmap

Outcomes and Recommendations to the Council Governance and Constituency Committee

(GCC\9 23 May 2023)

IUCN Council 2021-25

9th Governance and Constituency Committee (GCC)

Gland, Switzerland 23 May 2023 from 9:00-13:00 and 14:00-18:00 GMT+4
IUCN HQ, meeting room: Red List B

DRAFT AGENDA

All documents can be found in the [GCC 9 folder on the Union Portal](#).

5'	Agenda Item 1: Approval of the Agenda
5' Links to C109 5.3	Agenda Item 2: Applications for change of membership category of IUCN Members <i>Recommendation to Council for decision on the applications for change of membership category</i> Document: Change of category or name of IUCN Members and notification about State Members
15' Links to C109 10.3	Agenda Item 3: Update on Membership application form - Question about sustainable use policy <i>GCC to discuss and approve</i>
30' Links to C109 4.1	Agenda Item 4: IUCN World Conservation Congress 2025 <i>Recommendation to Council on venue and date</i> Documents: - Report and recommendation on the Host Country selection process for the IUCN World Conservation Congress 2025
20' Links to C109 10.3	Agenda Item 5: Recommendation on a strategy for Member recruitment of cities and municipal governments <i>Requested during C108, cf. Summary Minutes</i> Document: Acquisition Strategy for Cities and Municipalities Submitted to GCC
a)C109 3.4 b)C109 3.3.1. c)C109 10.3	Agenda Item 6: Progress report of the Task Forces and Working Groups a) Task Force on the External Governance review Ramon (Chair), Shaikha, Sixto TF Report b) Advisory Group WCC-2020-Dec-148 (WCC Congress attendance) Imèn (Chair), Ana, Ramón Report of the Advisory Group for the Revision of the IUCN Statutes c) Task Force on the draft amendments to the Statutes, Regulations to improve the motions process Imen (Chair), Ana, Ramón TF Report

d)C109 10.3	d) Task Force on the WCC Resolutions and Decisions implementation (Decision 145) Shaikha (Chair), Imen, Ramón, Gloria
e)C109 10.3	e) Task Force on Membership Value Proposition (Commissions, one programme approach) Sixto (Chair), Carl, Ma, Shaikha, Gloria, Ramiro TF Report
f)C109 10.3	f) Task Force on the review of the Regulations concerning the appointment of the Legal Adviser Christina (Chair) Imen, John
g)C109 5.1	g) Working Group on the membership dues Maud (Chair), Ana, Ma Progress report – Proposal for Membership Dues
Links to C109 6	Agenda Item 7: IUCN Knowledge Products Strategy Roadmap <i>All three Standing Committees are to discuss and approve the updated IUCN Knowledge Products Strategy Roadmap, as per Council decision C108/15.</i>
5'	A.O.B. a) Next GCC meeting

For information:

- [GCC's Terms of Reference](#) and [GCC's membership](#) approved by decision C107/6 (Feb 2022)

Gland, Switzerland 25 May 2023 after Council meeting closed

DRAFT AGENDA

5'	Agenda Item 1: Approval of the Agenda
30'	Agenda Item 2: Follow-up on Council discussions
15'	Agenda Item 3: Governance issues that arise from the resignation of the DG
5'	A.O.B



Meeting of the Governance and Constituency Committee, 23rd May 2023
Agenda Item GCC9/X

Change of category of IUCN Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Make a recommendation to the IUCN Council regarding the request from one IUCN Member to change their membership category.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council

1. APPROVES the request from one IUCN Member to change their membership category (as per table below).

Background

1. Change of membership category of one current Member organisation

According to Regulation 21 of the IUCN Statutes:

On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.

The change of membership category of the following Member needs to be considered:

Member ID	Name	Country	Current category	Requested new category
a. NG/69	Zoologische Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt <i>(Frankfurt Zoological Society of 1858-Help for Threatened Wildlife)</i>	Germany	National NGO	Affiliate

- a. The **Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt** admitted in 1958, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021; and internal structural reasons. This is a temporary solution that they will reconsider, also when a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.

109th Council meeting, Gland, 23-25 May 2023

9th GCC meeting, Agenda Item 4: IUCN Membership Acquisition Strategy for Cities and Municipal Governments

Date: 8 May 2023

Prepared by: Membership and Commission Support Unit in consultation with Member Focal Points in the Regional Offices, the Urban Team of the Centre for Society and Governance, and participants of IUCN Workshop 1 (Executive Board, Centre Directors, Regional Directors and Unit Heads)

Background

The World Conservation Congress (WCC) in Marseille in 2021 enabled sub-national governments (SNGs) to become IUCN Members in recognition of the critical role that sub-national governments play and can play in conservation. By March 2023, IUCN had 12 Members in the sub-national government category of which 3 were cities or municipal governments (Curridabat Municipality, Costa Rica; Fontainebleau, France; Paris, France).

In January 2023, Councillors noted that there had been no new Membership application in the new category of Subnational Governments among the applications received 1 October to 31 December 2022, and requested an acquisition strategy for cities and municipal governments to be tabled at the next Council meeting. This paper presents such a strategy.

Situational analysis

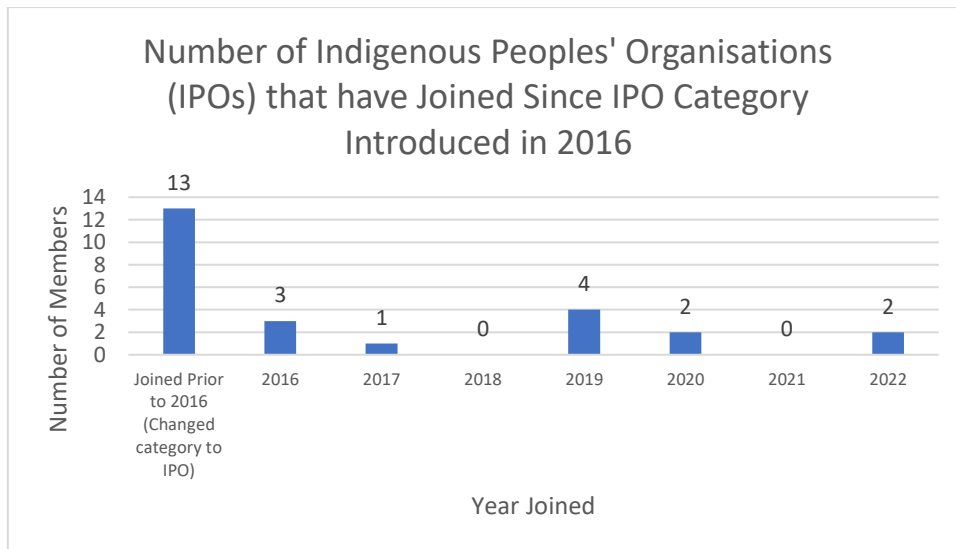
Urban dimensions of nature conservation are key to achieving IUCN's mission of a just world that conserves and values nature for the following reasons¹:

- According to the UN 68% of the world's population will live in urban areas by 2050;
- By 2050, humanity will build on an area of 1.2m ha, an area the size of Colombia;
- 40% of protected areas will be within 50km of an urban centre by 2030;
- By 2030, urban area is forecast to double in low-lying coastal zones;
- Urban people are becoming more disconnected from nature; and
- The human well-being opportunities of getting the urban-nature agenda right are game-changing.

Increasing city membership of IUCN will underpin and support IUCN's work to create greener, healthier and wilder cities. The two requisites for attracting a new IUCN city Member are that (1) the potential Member knows and values the work of IUCN, and (2) the potential Member believes the benefits of membership are greater than the costs.

Therefore, for a new Member category, it is necessary to build awareness of IUCN membership among target audiences. This takes time. It can also take potential Members months and sometimes years to internally decide to join IUCN and allocate the budget to enable this. For example, IUCN introduced the indigenous peoples' organisation (IPO) membership category in 2016 and the gradual increase to 25 IPO Members by March 2023 is shown in the chart below. There has been a joining rate of 1.7 new IPO Members a year between 2016 and 2022.

¹ The bottom five bullet points are quoted from a presentation about the Urban Alliance at the IUCN CEM Steering Committee meeting in March 2023.



There are also a range of member-based organisations or networks already working in the green city space. These include:

- [ICLEI](#) – Local Governments for Sustainability is a global network of more than 2500 local and regional governments committed to sustainable urban development. Most notably, it leads the CitieswithNature platform. Previously an IUCN Member, ICLEI withdrew its membership when the WCC approved the new SNG member category.
- [C40 Cities](#) – A global network of mayors taking urgent action to confront the climate crisis and create a future where everyone can thrive.
- The [Edinburgh Process for Subnational and Local Governments](#) on the Development of the Post-2020 Global Biodiversity Framework.
- [URBIO](#) – The network URBIO (URban BIOdiversity and Design) is an open worldwide scientific network for education and research with the aim to promote the implementation of the UN Convention on Biological Diversity (CBD) in urban areas. It produces the Singapore City Biodiversity Index.
- The World Economic Forum’s [Global Commission on BiodiverCities](#) by 2030.
- The World Health Organizations’ [Healthy Cities Network](#) which aims to improve health in cities including tackling wellbeing issues (pollution, water, noise) that overlap with nature conservation.
- The [Resilient Cities Network](#) is a network of cities that are committed to building and investing in urban resilience.
- There are also many regional urban alliances such as the [United States Conference of Mayors](#) that runs a range of programs on sustainability and climate change and [The Nature Conservancy’s North America Cities Network](#) which focuses on the conservation needs of urban areas.

While the above organisations may compete with IUCN for city members, partnerships with such organisations can also accelerate awareness about IUCN among potential city members. In October 2022 the International Association of Horticultural Producers (AIPH) hosted the gala dinner at the IUCN Leaders Forum in Jeju to present its World Green City Awards 2022. This helped IUCN attract over 30 cities to the event. The value of IUCN membership was presented in numerous ways to these cities and while a few of the cities indicated interest in membership (and discussions are ongoing), many have not been convinced by the value of IUCN membership.

Therefore, in order to attract more cities as IUCN Members it is necessary to develop a convincing membership value proposition for cities. IUCN is developing phase 2 of the [IUCN](#)

[Urban Alliance](#) to strengthen the role of IUCN in shaping the international urban agenda in order to support cities in achieving a nature-positive future in which people and nature thrive together. The membership value proposition will need to be closely aligned with the Urban Alliance and its work (e.g. the Urban Nature Indexes, a forthcoming IUCN Urban Toolbox) to maximize the synergies between the IUCN Programme and IUCN membership. Additionally, the member value proposition will need to be informed by market research of the offerings of existing city networks so that IUCN membership can effectively compete with networks that specialise in cities and are better known among cities.

Two Options:

The paper outlines two options for a two-year strategy to acquire more cities and municipal authorities as IUCN Members (Subnational government category) depending on the level of ambition and resources that IUCN is willing to invest.

1. **Business as usual:** Working within current resources this acquisition strategy will target cities that IUCN is currently engaged with through its programmatic work or via existing communication activities. This approach is expected to see an incremental increase in city members over the coming years.
2. **Ambition:** By investing additional resources this acquisition strategy aims to generate a substantial increase in the number of city members over the coming years through an integrated marketing campaign that significantly raises the profile of IUCN to cities and convincingly demonstrates the value of IUCN membership.

1. Business as Usual Acquisition Strategy

1.1. Aim:

To attract 10 new cities as IUCN Members by the World Conservation Congress in 2025.

1.2. Target audience:

Focus on cities that IUCN has an existing relationship with, namely:

- Cities that have used the IUCN Urban Nature Indexes. So far there have been 6 city pilots of the indexes and phase 2 of the Urban Alliance aims to engage 50 cities in the indexes.
- Cities that host an IUCN office or have hosted a major IUCN event in the last 4 years. About 40 cities have an IUCN office.
- Any other city that Centres or Regional Offices or National/Regional Committees have a working relationship with.

1.3. Implementation:

The acquisition strategy will be coordinated by the Membership and Commission Support Unit (MCSU) working closely with the Urban Alliance and IUCN regional offices via the network of Member Focal Points. Each Regional Office will be asked to identify the 10 cities with the highest potential of becoming an IUCN Member. Existing contacts in the administrations of target cities will be approached to engage the relevant decision makers about the value of IUCN membership. National and Regional Committees will be asked to support the member recruitment activities. MCSU will provide marketing materials (see next section) to support the interactions based on the [current Member benefits](#) of inform, influence, and implement.

Existing activities will also be leveraged to appeal to potential city Members:

- City Members will be involved in the Nature Province Partnership with Jeju
- A regular closed city session will be held at the Leaders Forum
- City members will be covered via content in the IUCN Member magazine
- City Members will have their own section in IUCN Engage

A membership conversion rate of 1 in 10 is estimated. If they are convinced, the relevant Member Focal Point will guide them through the application process.

1.4. Supporting materials:

A brochure dedicated to showing the value to cities of joining IUCN. This would be developed in collaboration with existing IUCN city Members in the same way that the Indigenous People's Organisations brochure was produced (see [pdf of brochure](#)). The content will be flowed through to other communication channels most notably the website (with a clear call to action and key messaging), the new online digital member zone, IUCN Engage, and a PowerPoint slide pack that any appropriate IUCN constituent can use.

This will be complemented by the regular sharing of IUCN urban-related work to current and potential city members including news, events, projects and tools of the Urban Alliance, case studies in the Panorama cities portal, and work of relevant Commission specialist groups (e.g. IUCN CEM Urban Ecosystems Specialist Group, IUCN WCPA Urban Conservation Strategies Specialist Group).

The Global Communications Unit will contribute to raising the profile of IUCN's urban work through its inclusion in IUCN's ongoing social media campaigns, adopting a deliberate policy of following cities and organisations that promote urban conservation in order to extend IUCN's reach into the green city space, and improving the search engine optimisation of IUCN's website for key urban conservation search terms.

Guidance on the criteria that qualifies an entity to apply as a sub-national government for IUCN Membership will be provided and based on IUCN Statute 5.c.

1.5. Monitoring, evaluation, and learning:

Ongoing monitoring will evaluate the effectiveness of the selling techniques and the value proposition. Any lessons learned will be shared with all involved in order to continually improve the process. Although the acquisition strategy is for 2024-25, the increased awareness raised is expected to have a positive impact on membership applications from cities in 2026 and beyond.

2. Ambition Acquisition Strategy

The ambition acquisition strategy includes both the business as usual strategy and the elements below to significantly increase awareness about how IUCN can help make cities greener and more liveable and attract far more cities to IUCN membership. With 68% of humanity expected to live in cities by 2050, addressing the health of nature in our cities is crucial to people's well-being and prosperity.

2.1. Aim:

To attract at least 30 new cities as IUCN Members by the World Conservation Congress in 2025.

2.2. Target audience:

Widen the target cities beyond those that IUCN has an existing relationship to include:

- a. The largest city in each country of the world. IUCN membership dues for cities favour the largest cities in each country as the dues are the same for any city in a country regardless of size.
- b. Large cities that are pioneering environmentally-friendly agendas. These cities will be identified by various criteria including those with green parties in power, those with strong environmental credentials, and those winning awards for their environmental policies.

2.3. Implementation:

In order to position IUCN more strongly within the green city space and significantly increase awareness of IUCN work in this field to new audiences, the following activities could be implemented depending on availability of budget (see section 2.6 below):

- Keynote speaker and IUCN booth at five global urban events per year promoting the Urban Nature Indexes, the Urban Alliance and IUCN membership. Partnership and/or sponsorship of a major global urban event would also be explored.
- Co-host an award for the World's most Nature-friendly City by partnering with an organisation (e.g. AIPH, European Commission) that has a high-profile green city award. This could become a regular part of the World Conservation Congress or Leaders Forum. High-profile awards would help position IUCN's expertise in the urban-space, and enable IUCN to develop relationships with all the cities that apply for the awards. The costs include co-developing criteria for the awards, evaluating entries, and co-hosting the award events.
- Recommend a city for IUCN Membership and if the city is admitted, the IUCN Member that convinced the new member to join will receive a free IUCN Academy course on Nature-based Solutions - PROFESSIONAL CERTIFICATE on IUCN Global Standard.

In order to strengthen the IUCN member value proposition for cities and improve the conversion rate of potential member to actual member, the following activities could be implemented again depending on availability of budget (see section 2.6 below):

- Market research into the member value propositions of existing city networks to identify how to position IUCN membership and what to offer in order to provide a competitive membership offering.
- Each new city Member will receive, on joining and subsequently every two years, an IUCN city Member data package that identifies:
 1. The potential to reduce threats to and recover species, and to achieve restoration targets by taking action at the city level (using the Restoration Barometer and STAR metric); and
 2. Conservation actions and impacts that IUCN Members are taking within the geographical boundaries of the city (using the Contributions for Nature platform)
 3. Each Member will receive one bilateral session to jointly analyse results.
- The first ten cities to be admitted each year will also receive dedicated training in how to use the Urban Nature Indexes and apply it to their city. Cities would then receive recommendation from IUCN on possible steps and tools to be used to improve their ecological performance.
- Each city member will be invited to take part in an annual closed session at the IUCN Leaders Forum to identify the most important biodiversity conservation policy at the urban level. Given IUCN's expertise in policy engagement, IUCN will then work with its city Members to advocate for this policy.

The campaign will be coordinated and supported by a temporary Urban Communications Coordinator (50% part time for 2 years) based in the Membership and Commission Support Unit. The coordinator working closely with the Urban Alliance and IUCN Regional Offices via the network of Member Focal Points will help each Regional Office to identify the 15 cities with the highest potential of becoming an IUCN Member. MCSU will provide marketing materials (see next section) to support the interactions based and it is estimated that the stronger value proposition will increase the membership conversion rate to 1 in 5.

2.4. Marketing materials:

The marketing materials from the business as usual strategy will be supplemented with multimedia material which is known to have greater impact than written material: A range of short videos and video clips will be produced that position IUCN as a new player in the city-space highlighting its track record in conservation, its growing expertise and achievements in the urban space, and its new subnational government member category. These videos will also show the value of the IUCN Urban Nature Indexes and when ready the IUCN Urban Toolbox. Existing content showing IUCN's urban expertise would be re-purposed for new formats and longer content turned into smaller bites that translate to other content channels.

Dedicated marketing materials will be produced to support the four activities named in section 2.3 (e.g. Booth design, Awards marketing materials, adverts, Recommend a city campaign materials).

2.5. Monitoring, evaluation, and learning:

Ongoing monitoring will evaluate the effectiveness of the selling techniques and the value proposition. Any lessons learned will be shared with all involved in order to continually improve the process. Although the acquisition strategy is for 2024-25, the increased awareness raised is expected to have a positive impact on membership applications from cities in 2026 and beyond.

2.6. Targeted investment:

Estimated annual investments to implement activities that are beyond current budgets are outlined below. These would be allocated to the appropriate cost centres within IUCN (MCSU, Urban Team of the Centre for Society and Governance, Regional Offices).

Item	Annual Investment (CHF) for 2024-25
Part time urban communications coordinator (P1 level)	60,000
Key note speaking and exhibiting at global urban event (5 per year)	35,000
Co-hosting awards for the World's most Nature-friendly City	50,000
Recommend a city (assume five successful a year) leading to 5 Members taking the Nature-based Solutions IUCN Academy course	13,275
City Member data package	30,000
Dedicated training on Urban Nature Index (10 per year)	30,000
Urban conservation advocacy work	30,000
Production of multimedia material and professionally designed materials (see 2.4)	20,000

As an indication of the return on investment:

- Membership income from 30 cities spread across the dues scale could range between CHF 156,060 and CHF 184,560 per year.
- Increased awareness of IUCN's urban work could lead to increased ability to attract conservation funding.
- Stronger partnerships with cities as IUCN Members would increase the uptake of IUCN conservation tools and subsequently the impact of IUCN's conservation work in the urbane setting.

Action: Recommend either the business as usual or the ambition acquisition strategy.

(Please note the ambition acquisition strategy is implementable subject to the availability funds in the 2024 to 2025 IUCN budget).

Governance and Constituency Committee (GCC)

9th Meeting (in person), 23 May 2023

Report of the Task Force on the Motions Process

Purpose of this report

1. The purpose of this document is to provide an update on the work of the Task Force on Motions.

Progress made by the Task Force to date:

2. The GCC is composed of three members, Ana Di Pangracio, Imen Meliane (Chair) and Ramon Perez Gil. The Task Force (TF) broad terms of Reference was focused on proposing improvement to the motions process, building on lessons learned from past editions and addressing the issues raised by Members in their letter to Council in January 2022.

The outputs of the work of the TF should include:

- Broad guidance for the next motions process for both the Motions Working Group (MWG) when it will have been established, and the Secretariat;
- Draft amendments to the Statutes, Rules of Procedure (ROP) and/or Regulations to improve the motions process, aligning both the content and approval process of its proposals with those of the Advisory Group (AG) on the revision of the Statutes.

4. The Task Force met twice in February 2023 and extended invitation to the following Councillors and Secretariat:
 - Jon Paul Rodriguez, former chair of the Motions Working Group and the 2021 Congress Resolutions Committee
 - Luc De Wever, Secretary to Council
 - Sonia Peña Moreno, Director International Policy Centre
 - Stewart Maginnis, Deputy Director General

5. The TF considered the following documents (as per Council decision C107/14):
 - Letter by NRDC and other IUCN Members to the IUCN Council / November 2021 (https://portals.iucn.org/union/sites/union/files/doc/2021.11.22_letter_nrdc_and_other_iucn_members_re_motions_process_w_attachment.pdf)
 - Lessons learned from the Motion Process (2021 Congress) (https://portals.iucn.org/union/sites/union/files/doc/c107_3_4_lessons_learned_from_the_motions_process.pdf)
 - Report on the implementation of IUCN Resolutions (https://portals.iucn.org/union/sites/union/files/doc/c108_8_2_2_report_on_implementation_of_resolutions.pdf)

6. The TF has identified the following issues from each document:

Source document	ISSUES TO SOLVE
NRDC letter	<ol style="list-style-type: none"> 1. Transparency of MWG/RC's work 2. Change to appeal procedure (motion text available to Members) 3. Argumentation of Decision of the CSC 4. Improving overall process for new and urgent motions
Lessons learned Motion Process 2021	<ol style="list-style-type: none"> 1. High number of motions - relevance & implication for capacity 2. need for improvement of the information and guidance (as well as tools) available to Members for preparation and submission of motions; 3. Improving process for submission of motions (drafting, timing and admissibility criteria) 4. improving transparency-provision of more detailed feedback from MWG/CRC to Members, especially regarding rejection or edits to motions; <i>(note: same as NRDC)</i> 5. initiate preparations of non-Secretariat participants in the motions process several months ahead of time of Congress. 6. Enhancing Technical review of motion 7. Online discussion prior to Congress (note: AG considered part of this) 8. electronic vote (prior to Congress) 9. Member's Assembly issues (note: almost all were tackled by AG)
Implementation of IUCN Resolutions	<ol style="list-style-type: none"> 1. High number of motions/relevance 2. Funding for implementation

7. The TF considered that several of the issues could be resolved or at least improved through internal working procedures including through:

- Document that describes in a simple way the various channels through which Members can shape IUCN policy (aimed at reducing # of motions);
- A webinar (or a series of webinars) with emphasis placed to the interlinkages with the IUCN Programme and how to contribute to it, as well as the role of Council in guiding policy between sessions of the Congress;
- **Enhancing transparency of decision-making process, e.g. sharing interpretation of admissibility criteria ahead of the submission deadline, or including more detailed arguments justifying rejections, changes, and merges;**
- MWG may take additional steps to encourage Members to collaborate in order to consolidate motions addressing similar issues;
- Fixing issues related to the IT system (affiliate co-sponsoring, etc.);
- Enhancing Technical review process by Secretariat & commissions;
- Translating documentation;
- Enhance the implementation of the admissibility criteria to require more credible budgets and implementation planning (Rule 54 (c)); National and Reg Committees and Regional Conservation Fora should look at the budget and implementation - Secretariat should provide better guidance on how to carry out the budgeting for implementation.

8. The TF considered the following ideas for amendments to the IUCN Statutes, Regulations, and the Rules of Procedures, initially with the view of merging them with the work of the AG:

- Amend the admissibility criteria regarding sponsorship of motions (Rule 49) to require **that a motion be first endorsed by a Regional Conservation Forum (RCF) in order to be validly submitted.** Motions should

be prepared properly (with all technical requirements) and have the necessary co-sponsorship by Members from other regions; then it is submitted to the Regional Forum of the principal sponsor- it needs to be endorsed by the Regional Forum as a condition for it to be validly submitted. A motion can be endorsed by other Regional Forums (of the co-sponsors, or by other interested Members that can propose the motion to their Regional Forum). Such an amendment would have implications on the timeline of the RCFs and that of motions. **It would also enable more discussions of motions by Members before the Congress. In addition, it could foster a greater role of the National and Regional Committees in coordinating policy issues.**

- Amend the admissibility criteria so that they are clearer with less room for interpretation by the MWG, in order to avoid the perception of bias (Rule 54 (a)).

- Amend Rule 53, so that the window for submitting new and urgent motions be moved further back from the start of the Members' Assembly to allow for more time to review the motions submitted and decide on their admissibility. The suggestion is to submit **new & urgent motions starting 4 weeks before Congress, with the closing deadline being 1 week before Congress.** In rare cases, new and urgent motions may be submitted at the Congress, i.e. after the deadline, in which case the consent of 10% of the membership of both houses should be required, in addition to the President's consent.

- Amend Rules 55 and 62ter to ensure a more transparent appeals process.

9. The chair of the TF has shared the idea of requiring a motion to be endorsed by an RCF with the Global Group for National and Regional Committee Development. The idea is appealing to some (no one expressed strong resistance), and the committees understand and agree with the rationale of giving a more active role to and increase the relevance of the RCFs in the motion process, as well as a more active role for the National and regional committees. However, several committee chairs all pointed out that such requirement would impose a significant change to the RCF agenda, with the need to allocate more time to motions (Some RCFs would need to add significant more time to enable a good debate on motions- which would have important financial implications). A couple of Members suggested that such an idea or amendment has a lot of merit but should best be discussed during Congress rather than through an online vote. Others highlighted as well that we may not be ready to implement this at the upcoming RCFs if we put it to an imminent online vote. Some stated the need for more time to work out the details of how such an amendment would work in practice.

10. The Chair of the TF also reached out to NRDC to discuss the concerns they expressed in the [letter they co-signed with other Members](#). NRDC and a group of co-signing Members have volunteered to draft potential amendments that would address their concerns. They are also keen to actively engage with Council in addressing these issues (See their proposal in Annex 1).

11. In parallel to the work of the TF, the Advisory Group on Decision 148 has concluded its work, [proposing several amendments to the Statutes and ROP](#) that are quite interconnected and would require some time to explain to the Membership.

Summary recommendations by the Task Force:

12. Having considered the complexity of the AG proposed amendments, and the fact that, contrary to the requirement under Decision 148, there's no Congress decision or resolution requesting that amendments to enhance the motion process be put to a vote in between sessions of Congress.¹ Further considering that the

¹ The issues raised by NRDC were briefly discussed at the 2021 Congress as follows (extract from the Proceedings, p. 49): "At the invitation of the Chair, the Natural Resources Defense Council (USA) restated the proposal it had initially tabled at the end of the 5th Sitting:

only instances where changes to the IUCN Statutes and ROPs were made through online vote they were in response to an express request by Congress, the TF agreed that it is not advisable to propose amendments to the motion process for an online vote.

The TF agreed on the following way to continue its work:

- the TF recommends to Council to establish the MWG as soon as possible (preferably at this meeting C109) as the work on the motions process would require time. Several aspects of proposed amendments to internal procedures and amendments to motions process should be done jointly by the TF and the MWG given that the scope of work goes beyond a GCC Task Force and has strong relevance to Programme and policy.
- the TF should continue to work (with the MWG) to propose changes to internal procedures of the MWG, in particular to enhance the transparency of the Motion process to Members.
- the TF should continue to work (with the MWG) to draft proposed amendments to Statutes, ROPs and Regulations related to improving the motion process - **these should be tabled by Council as amendments for discussion at the 2025 Congress**. Amendments to ROPs related to the appeals process should be tabled by Council to be voted on in the first sitting of the 2025 Members' Assembly, so that they are applicable during the 2025 Congress.

Draft Recommendation to Council:

- Approves the Terms of Reference (TOR) of the Council's Motions Working Group (Annex 2) and the process for appointing the members of the Motions Working Group (Annex 1);
- Requests the MWG to work together with the GCC TF on motions to propose, for consideration by Council at its 111th meeting, amendments to the IUCN Statutes and relevant Rules of Procedure with the aim to improve the effectiveness and transparency of the Motion process and address the concerns raised by Members at the last Congress;
- Requests the MWG to work with the Secretariat to prepare a work plan and budget needed for effectively managing the motions process for consideration by Council when adopting the IUCN Budget for 2024 and 2025.

Annex 1 - Proposed process for the appointment of the members of the MWG

Annex 2 – Draft TORs of the MWG

Annex 3 - Suggestions for draft amendments to the Rules of Procedures of the World Conservation Congress and IUCN Regulations proposed by NRDC et al.

"The IUCN Council is requested to undertake a full evaluation of the process for consideration, review, approval or rejection, appeal, and action by the Congress under Rule 55, of new and urgent ("emergency") motions under consideration by the World Conservation Congress and make recommendations for changes in the procedures and statutes as necessary. The Council should consult the membership on lessons learned from the Marseille Congress and convene an online discussion process on any proposed recommended changes."

The Chair confirmed that this proposal would be included in the Proceedings of the Members' Assembly and referred to the incoming Council for its consideration."

Annex 1

Proposed Process for the appointment of the members of the MWG (Building on Regulation 29, and based on the process adopted in 2019 (Decision C/96/2))

1. **Five (5) to seven (7) members of the MWG will be appointed from among the members of the IUCN Council:**

- 1.1 Members of the MWG must be aware of the importance of the motions process and make the commitment to reserve significant time between September 2023 and September 2025 to effectively discharge their duties through email exchange, remote meetings and at least one physical meeting of at least 5 working days (date to be determined).

In case the diversity of time zones of the members of the MWG is high, it may mean that telephone meetings are scheduled at inconvenient hours. As a result of Rule 20, the members of the Motions Working Group must also make the commitment to attend the 2025 Congress.

- 1.2 The process for the appointment of members of the Motions Working Group from among the Council members should be as follows:

a. The Bureau appoints the Council members to become members of the Motions Working Group on the recommendation of the Vice-Presidents acting as Nominating Committee, taking into account the expressions of interest and the following criteria:

- Expressed interest in serving on the Motions Working Group
- Good knowledge of IUCN and previous Congress(es)
- Good knowledge of IUCN's Programme and policies
- Representation of IUCN Commissions
- Not personally involved with the motions process as proponent or sponsor of motions
- Regional balance
- Gender balance
- Including first and second term Councillors.

b. Following the 109th meeting of Council, Council members send their expressions of interest indicating the role they can play within the Motions Working Group and their time availability, to *[name of a Vice-President]* by **9 June 2023**. The Vice-Presidents will subsequently make a recommendation to the Bureau as expeditiously as possible. The Bureau will appoint the members of the Motions Working Group.

2. **Three (3) individuals who will be appointed by Council in their expert, personal capacity** to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions:

- a. The Director General will send a call for nominations/expressions of interest to all IUCN Members and the Steering Committees of the 7 IUCN Commissions by 7 June 2023, inviting nominations/expressions of interest by 30 June 2023 at the latest.
- b. The Bureau makes the appointment before 31 July 2023 taking into account the following criteria:
- i. Good knowledge of IUCN and previous Congress(es);
 - ii. An understanding of and sensitivity to the diversity of interests of IUCN

State/Government and I/NGO Members and/or Commissions;

- iii. One State/Government Member, one I/NGO Member, one Commission Member.
- c. The Bureau shall consult the Councillors who are members of the Motions Working Group before taking a decision.

ANNEX 2

Terms of Reference of the Motions Working Group of the IUCN Council

Building on the ones Approved by the IUCN Council, decision C/96/2 (March 2019) (parts underlined are additions reflecting the proposed recommendation by the TF)

In accordance with Article 46 (q) of the IUCN Statutes, Regulation 29, and Part VII of the Rules of Procedure ('Agenda and Motions'), the Council appoints a Motions Working Group with the mandate to:

- a. Provide guidance to IUCN Members on the submission of motions;
- b. Receive the motions and determine that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the requirements listed in RoP 54;
- c. Prepare, including editing, the motions for the online discussion and, as appropriate, for submission to the Resolutions Committee of Congress and the World Congress;
- d. Submit the motions to an online discussion to be held prior to Congress, specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly subject to RoP 45*bis*, and which motions will be put to an online vote prior to Congress subject to Rule 62*quinto*;
- e. Facilitate and oversee the online discussion of motions between Members prior to the Congress, ensuring that it is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during the Congress;
- f. Following the close of the online discussion, submit motions to an electronic vote prior to Congress and refer others to the Members' Assembly for continued debate and vote.

The Motions Working Group to be established by Council in accordance with Regulation 29 shall consist of

- (i) five (5) to seven (7) members of the IUCN Council,
- (ii) three (3) individuals who will be appointed by Council in their expert, personal capacity to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions; and
- (iii) the Director General *ex officio*.

The Motions Working Group shall present periodic reports on its work to the IUCN Council and shall keep the Congress Preparatory Committee (CPC) closely informed. The Motions Working Group shall receive adequate support from the IUCN Secretariat in order to deliver on its mandate.

The Motions Working Group shall, among others, perform the following tasks:

1. In collaboration with the GCC Task Force on motions process, establish specific procedures for the motions process in advance of the Congress to ensure its effective, efficient and transparent management. As part of this procedure, it shall guide the development of guidelines and templates for IUCN Members for the motions process which shall be sent to all IUCN Members before the opening of the submission of motions. The procedures will also specify the tasks which the Secretariat accepts to undertake in support of the work of the Motions Working Group and contain the criteria and transparent processes for making the determinations which the Motions Working Group is required to make by the Rules of Procedure.
2. Work jointly with the GCC Task Force on Motions to propose amendments to the IUCN Statutes (if any are required), Regulations and Rules of Procedures of the World Conservation Congress to enhance the effectiveness, efficiency and transparency of the

motions process.

3. Work with the IUCN Secretariat to prepare a detailed work plan and budget for effectively managing the motion process, in time for consideration by Council when adopting the IUCN Budget for 2024 and 2025.
4. Be informed of and take into account to the extent possible the results of discussions of motions in National Committees, Regional Committees and Regional Fora, including those that warrant discussion at a local and/or national level;
5. Ensure that the statutory requirements are strictly applied to the submitted motions and that motions which meet the requirements, are treated fairly and equitably, with adequate communication with proponents and sponsors of motions related to rejecting, amending, combining or categorizing motions, explaining the rationale.
6. Make effective use of the information provided by proponents and co-sponsors about the actions and resources required to implement the motion and the contributions which they intend to make towards its implementation (RoP 54 (b) viii.), including publishing the information and/or the rating described in the template throughout the motions process, thereby encouraging IUCN Members to take responsibility for the implementation of the motions they submit, once they are adopted. Transmit a report to the Resolutions Committee of Congress regarding the status of the resources committed/pledged on all the motions adopted through the electronic vote prior to Congress.
7. Communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62*bis*) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62*quinto*) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.
8. Monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, and provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.
9. Oversee the online discussion on motions in advance of the Congress, providing guidance and direction, and assistance, to ensure that facilitators are designated and receive adequate training and guidance in the spirit of IUCN's 'One Programme approach' and fully understand the intent and requirements of the IUCN Statutes, Rules of Procedure and Regulations pertaining to motions.
10. Provide clear guidance to the facilitators of the online discussion with a view to alerting Members to issues of alignment with the IUCN Programme, or alert Members directly to such issues during the online discussion, e.g. at the beginning of the 2nd reading.
11. Encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows its adequate engagement with and invitation to State Members.
12. Monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62*quinto* (b), i.e. the referral to the Members' Assembly of motions that

led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.

13. Prepare the motions, as amended during the online discussion or together with proposed amendments, for an electronic vote in accordance with Rule 62*quinto* explaining as clearly as possible in the Guidance for IUCN Members on electronic voting the way of voting on amendments.
14. Prepare the motions that require continued discussion during the Members' Assembly, for hand-over to the Resolutions Committee of the Congress with any advice and background, as appropriate, including motions which, in the view of the Motions Working Group, are controversial and consensus would be beneficial for conservation, and so may have to be referred to the next Congress (Regulation 62*quinto* as revised).
15. Formally transmit to the Congress 1) the motions approved during the electronic vote in order for the Congress to 'record *en bloc* the adoption' of these motions, and 2) the motions that require continued debate and vote during the Members' Assembly.
16. Prepare the urgent and new motions submitted from one week prior to the opening of the Congress for the consideration of the Congress Resolutions Committee as soon as it will have been established, with a view to enabling the Committee to timely distribute the motions that it will have admitted.
17. Make recommendations to the next Council for improving the Working Group's role and functioning based on its own evaluation to be made before the end of the 2025 Congress taking into account Council's guidance for self-evaluation.

Annex 3
Suggestions for amendments to the IUCN Regulations and Rules of Procedures of the World Conservation Congress proposed by NRDC et al.

ANNEX - RULES OF PROCEDURE OF THE WORLD CONSERVATION CONGRESS

Part VII - Agenda and Motions

Motions

49. (a) Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress.

(b) The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56.

(c) The Secretariat shall circulate all ~~accepted~~ motions which are received by it **not later than five months in advance of that session of the World Congress** to all Members and **circulate all accepted motions** at least three months in advance of that session of the World Congress **to all Members**.

52. Motions may be submitted at the World Congress

(a) either by the Council, or by

(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and

(c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii. and ix. and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:

i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the ~~Rules of Procedure of the World Conservation Congress~~ closing of the deadline **set by the Rules of Procedure of the World Conservation Congress** for the submission of motions and, at that time, ~~could not have been foreseen~~ **was not sufficiently developed to be the subject of a motion** ; and

ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.

53. Motions meeting the criteria of Rule 52 shall be submitted from one week

prior to the opening of the Congress until the ~~end~~ **beginning** of the **first** plenary ~~sittings~~ **sitting** on the first day of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.

54. Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements:

(a) related to content:

- i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy;
- ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable;
- iii. Contain technically sound and coherent arguments;
- iv. Be precise in what they aim to achieve;
- v. Propose aspirational goals that are reasonable;
- vi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and
- vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

- viii. Be submitted before the deadline established in Rule 49;
- ix. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49bis;
- x. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and c) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;
- xi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and

xii. Use the template to be approved by Council.

(c) Before rejecting a motion, the Motions Working Group shall

xiii. Communicate its specific concerns about a motion to the proposer and co-sponsors, including as directly related to the 'new' and 'urgent' requirements in Rule 52, and;

xiv. Offer the proponent and co-sponsors a reasonable amount of time to address the concerns as specified in (xiii) and re-submit.

(d) In cases where the Motions Working Group has doubts as to whether the motion meets the requirements of this rule or Rule 52, it will evaluate all the motions in the light most favorable to the proposer and co-sponsors and accept the motion, noting its concerns as an addendum to the motion submitted to Congress for consideration during the online discussion and vote of motions prior to the Congress.

(e) The Motions Working Group shall reject properly submitted motions only in extreme cases where the motions cannot be amended to fully meet the requirements of Rule 52 or Rule 54 and shall communicate its specific reasons for rejection, whether there was a vote on the matter, and whether any members of the Motions Working Group recused themselves from discussions on the motion because of conflict of interest or other reasons.

(f) Prior to commencement of the motions process, the Motions Working Group shall inform Members of the exact procedures that will be followed for the submission and review of motions, including:

xv. Confirmation of receipt of submitted motions,

xvi. Clear timelines and deadlines for submission, review by the Motions Working Group, feedback to proposer and cosponsors, final submission, communications regarding acceptance or rejection, and the process for appealing the decisions of the Motions Working Group to the Congress Steering Committee, and

xvii. Methods of contacting the Motions Working Group members during the submission and review process.

55. **(a)** Except for appeals referred to in Rule 62ter, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the **rejection or** amendment of a draft motion by the Motions Working Group or Resolutions Committee. ~~The Chair shall announce the decision of the Steering Committee and the World Congress may confirm or change that decision.~~

(b) The Chair shall announce the decision of the Steering Committee regarding appeals during the first session of the World Congress. A Member of the Assembly may move to confirm or change the decisions of the Steering Committee regarding appeals against the rejection or amendment of draft motions.

(c) Upon a motion from a Member of the Assembly to change the decision of the Steering Committee, the Chair will direct the Steering Committee to provide the Members' Assembly with access to the draft motion, the appeal submitted by the proposer and co-sponsors, the written

decision of the Steering Committee on the appeal, and a statement by the proposer and co-sponsors as to why the decision should be changed and the motion considered by the Members' Assembly.

(d) The Chair shall call the matter to a vote at the next session of the Members' Assembly. If the decision of the Steering Committee to reject or amend a motion is changed, the motion will proceed to consideration by the Members' Assembly.

62ter. The Congress Preparatory Committee established by Council in conformity with Article 46 (p) of the IUCN Statutes shall decide any appeal from a proponent and cosponsors against the classification, exclusion or amendment by the Motions Working Group of a motion referred to the electronic discussion and vote prior to the World Congress. In the case of an appeal against the decision to refer a motion to the electronic vote prior to Congress, the only permissible ground for appeal is that an error was made in not classifying the motion as qualifying for consideration at the Members' Assembly. Any appeals under this Rule shall be received by the Congress Preparatory Committee by no later than two weeks following the date of the publication of the motions.

62quarto. The Congress Preparatory Committee acting as appeals body will include individuals representing the common interests of Members but who are not themselves members of the Council or personally involved with the motions process. The Congress Preparatory Committee acting as appeals body shall be chaired by one of its members who is not the Chair of the Congress. In the case of an equality of votes, the Chair of the Congress Preparatory Committee acting as appeals body may cast the deciding vote.

REGULATIONS

Part IV - The World Conservation Congress

29. **(a)** At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress, facilitate discussion between Members on motions in advance of the World Congress, IUCN Regulations 61 and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.

(b) Members of the Motions Working Group shall disclose any potential conflicts of interest, including related to employers, funders, or other issues or relationships, and recuse themselves

from any discussions about submitted motions to avoid the appearance of impropriety. The Motions Working Group may vote to remove a member from discussions regarding a motion. The proposer and cosponsors shall be informed of any potential conflicts of interest that were raised regarding their motion and any recusal or vote to remove a member of the Motions Working Group from discussions regarding their motion.

(c) In evaluating motions properly submitted under Rule 54(b) and Rule 52, the members of the Motions Working Group or Resolutions Committee shall assess the content of such motions without regard to their own personal or professional positions and opinions about the arguments and conclusions drawn by the proposer or co-sponsors or their knowledge of or attitudes about the proposer and co-sponsors, taking into account Rules 29(b), 54(c), 54(d), and 54(e)

GCC's Task Force on the External Governance review

Ramón Perez Gil S., Shaikha Salem Al Dhaheri, Sixto Inchaustegui

Introduction

As we understood it, our task force had two concrete challenges as requested in the GCC and Council meetings in January.

- A) The first being to analyse the list of recommendations from the final report of the External Governance Review¹ to see if some were of relevance to the mandate of the *Steering Committee of the 20-year Strategic Vision*, and if that were the case flag those specific recommendations. The task was achieved on time and through a very slim document ([GCC Task Force input to Strategic Vision SC March 2023](#)) the pertinent recommendations were flashed . Some discussions on the matter were held online and fortunately also, we had the chance to comment in person (in Costa Rica) the contents of our input with the Secretariat's designated advisor liaison on the topic Tania Amour and through her to the Steering Committee.
- B) The second challenge of the task force was to subsequently focus on the remaining parts of the External Review with the view to making suggestions to GCC/Council through the flagging of particular recommendations of the report that ought to be implemented. Indeed, one could argue that all the recommendations made by the External review team should be adopted and hence implemented, but, in reality, the review was conducted several years ago and the facts and findings that the consultants suggested needed to be addressed, had to do with the prevailing circumstances in those years. Hence, not all of the 51 recommendations made then are pertinent today.

This document refers precisely to this second part of our job and has three sections, first, we present the original, unedited set of recommendations made by the consultants. This is merely a reference like a base line. The second section is the list of recommendations with the Secretariat's evaluation (in the form of a traffic light three colour code) of the status of implementation of selected recommendations. We list in front of this colour code system those recommendations that according to the secretariat have already been implemented. The third section is our Task Force's suggestion on the recommendations that deserve prime attention.

¹ We will be referring naturally to the document titled (C 108 2 4 1) "Final report on "*Management Response to the External Review of aspects of IUCN's Governance*", approved by the IUCN Council on January 8, 2020."

First Section: Original, un-edited list of recommendations.

Following is the list of 51 recommendation of the External Review.

Pillar /risk	Issue	Recommendation
6.1 People (Pillar)	6.1.1 Council composition / dedication of councillors	6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.
	6.1.2 Lack of preparation by council members	6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

Pillar /risk	Issue	Recommendation	
6.1 People (Pillar)		6.1.2.b Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.	
		6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.	
	6.1.3 Lack of sufficient evaluation at the individual councillor level	6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)	
		6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.	
		6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.	
		6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.	
	6.2 Information Architecture	6.2.1 Meeting information / Council papers	6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.

(Pillar)	6.2.2 Insufficient involvement of Council in information design.	6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.
	6.2.3 External information incomplete	6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk
		6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

Pillar /risk	Issue	Recommendation
6.3 Structures and Processes (Pillar)	6.3.1 Council agenda not sufficiently structured or focused on strategic priorities	6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.
		6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).
	6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council	6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.
		6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.
	6.3.3 Perceived lack of neutrality in the DG evaluation process	6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.
	6.3.4 Perceived lack of transparency regarding DG succession / renewal	6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

	6.3.5 Variance in performance of commissions	6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.
	6.3.6 Monitoring & evaluation	6.3.6.a Professionalize monitoring and evaluation of IUCN’s strategic process.
6.4 Group dynamics (Pillar)	6.4.1 Low-energy council meetings	6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.
		6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.
		6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately

Pillar /risk	Issue	Recommendation
	6.4.2 Lack of “one voice”	6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.
		6.4.3.b Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.
		6.4.3.c Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.
		6.4.3.d The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.
	6.4.3 Little impact by Council on IUCN organizational culture	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.
		6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.

		6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.
6.5 Technical (Risk)	6.5.1 Lack of risk thinking at bureau and Council level	6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.
		6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.
6.6 Strategy (Risk)	6.6.1 Fragmentation within the governance bodies	6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.
		6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

Pillar /risk	Issue	Recommendation
	6.6.2 Renewing and updating membership engagement	6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.
		6.6.2.b Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.
	6.6.3 Lack of Ownership of Strategic Thinking	6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.
		6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.
		6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the onboarding process.

6.7 Relationships between IUCN governance bodies (Risk)	6.7.1 Relationship between IUCN Council and Management	6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.
		6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.
	6.7.2 Members' disengagement	6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.
		6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.
	6.7.3 Relationship between council and standing committees	6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.
	6.7.4 Variable performance of commissions	6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.
	6.7.5 Relationship between bureau,	6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

Pillar /risk	Issue	Recommendation
	standing committees and secretariat lacks transparency	6.7.5.b Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.
		6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the onboarding process (refer to skill map in Appendix 11).
		6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.
	6.7.6 Revolving door between Secretariat & Council	6.7.8.a Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.
6.8 Integrity (Risk)	6.8.1 Insufficient degree of independence in ethics oversight	6.8.1.a. An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.
		6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).
		6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.
		6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

Second Section: Secretariat’s traffic light colour code

The complete details of the Secretariat’s evaluation of progress to December 2022 can be found in the full document.

The recommendations already implemented are those green coded.

GREEN CODED

(The “green” – implemented status means that action is completed and/or on-track based /on-going following concrete approved actions)

Recommendation 6.1.2.b

Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.

Recommendation 6.1.3.a

A council charter would help in clearly articulating the responsibilities of each Council member,

the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)

[Recommendation 6.1.3.b](#)

Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.

[Recommendation 6.1.3.d](#)

The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.

[Recommendation 6.2.1.a](#)

Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.

[Recommendation 6.3.1.a](#)

Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.

[Recommendation 6.3.1.b](#)

Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7 minutes) with more materials potentially in appendix or in information package).

[Recommendation 6.3.2.a](#)

Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.

[Recommendation 6.3.2.b](#)

Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.

[Recommendation 6.3.3.a](#)

Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.

[Recommendation 6.3.4.a.](#)

Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

[Recommendation 6.4.1.c](#)

Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately

[Recommendation 6.4.2.a](#)

While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.

[Recommendation 6.5.1.b](#)

Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.

[Recommendation 6.6.1.a](#)

A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape

would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.

Recommendation 6.6.2.b

Conduct an analysis of the membership model best adapted to IUCN’s strategy; consider adoption of a more agile process to adapt membership model to IUCN’s strategic changes in the future.

Recommendation 6.6.3.c

Further education strengthening the emphasis on Council’s strategic role and building strategic capabilities during the on-boarding process.

Recommendation 6.7.1.b

IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.

YELLOW CODED

(The “yellow” – status or partially implemented means that some actions have been implemented the recommendation still need further decision

<p>Recommendation 6.1.1- Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.</p>	
<ul style="list-style-type: none"> • Candidates should be requested to <u>sign a commitment</u> and be asked in Congress why they want to become Council members. <i>(deferred by Council 2016-21 to Council 2021-2025)</i> • A mechanism should be established to provide information to prospective candidates before they are nominated (based on the example developed by the South America Regional Committee of IUCN). <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 	
<p>Recommendation 6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally</p>	
<p>Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions. Decision B97/2 Annex 2 (Aug 2021) confirms that commitments / objectives have been approved as part of the qualifications / requirements for elected positions, and establishes the evaluation mechanism. However, the decision refers to the performance standards to next Council. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i></p>	
<p>Recommendation 6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures</p>	
<ul style="list-style-type: none"> • The evaluations are carried out by the President and Vice-Presidents <u>taking into account self-evaluation and feedback</u>. <i>(deferred by Council 2016-21 to Council 2021-2025)</i> • <u>Performance gaps</u> in terms of missing skills should be addressed by the <u>President and Vice-Presidents</u>. Cf. also 6.1.2. a. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> • Evaluation mechanism for individual member already established Decision B97/2 Annex 2 (Aug 2021); and follow up to be carried out 	

<p>Recommendation 6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.</p>		
<ul style="list-style-type: none"> • Councillors should have regular contacts with the Regional Committees and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN. • Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the <u>Council Handbook</u>. 		
<p>Recommendation 6.3.6.a Professionalize monitoring and evaluation of IUCN’s strategic process.</p>		
<p>Recommendation 6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).</p>		
<p>Recommendation 6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements</p>		
<ul style="list-style-type: none"> • Based on the above, study which <u>membership models</u> are most appropriate for fulfilling strategic plan. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 		
<p>Recommendation 6.6.3.a Building the Council’s strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.</p>		
<p>Recommendation 6.6.3.b Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process.</p>		
<p>Recommendation 6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.</p>		
<p>Recommendation 6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.</p>		

<p>Recommendation 6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.</p>	
<p>Recommendation 6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.</p>	
<p>Recommendation 6.7.5.a - Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.</p>	
<p>Recommendation 6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).</p>	
<p>Recommendation 6.8.1.b - Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).</p>	

RED CODED

(The “red” – status pending decision/implementation means that up to now, no action has been undertaken)

<p>Recommendation 6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.</p>	
<ul style="list-style-type: none"> • At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a <u>mechanism to map skill sets</u> and provide training or define other mechanisms to complete missing skills. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> • The next Council should provide <u>directions to the IUCN membership</u> for the 2024 elections on the skill sets required for an effective Council 	
<p>Recommendation 6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight</p>	

<p>Empower the <u>Bureau to support the Council in its strategic direction and oversight</u> functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the <u>Council Handbook</u>.</p> <ul style="list-style-type: none"> The next Council should develop a <u>mechanism</u> for the provision of the relevant information and analysis in time to be implemented in 2021. <i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i> 	
<p>Recommendation 6.2.3.a</p> <p>Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk</p>	
<ul style="list-style-type: none"> The next Council defines which <u>external sources of information and analysis</u> are required for Council to exercise its strategic and oversight roles referred to in 6.2.2. a. 	
<p>Recommendation 6.3.5.a</p> <p>Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.</p>	
<ul style="list-style-type: none"> Recommendation <u>partly accepted</u> as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions. Strengthen the annual <u>reporting obligation of the Commissions</u> to Council on the basis of Regulation 78bis. <p><i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i></p>	
<p>Recommendation 6.4.1.a</p> <p>Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.</p>	
<p>Recommendation 6.4.1.b</p> <p>Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.</p>	
<p>Recommendation 6.4.3.a</p> <p>Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.</p>	
<ul style="list-style-type: none"> <u>Define organization culture indicators and data sources</u> to operationalize agreed cultural values. Include this in <u>induction program</u> for Council. <p><i>(explicitly deferred by Council 2016-21 to Council 2021-2025)</i></p>	
<p>Recommendation 6.4.3.b</p> <p>Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.</p>	

<p>Recommendation 6.4.3.c</p> <p>The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.</p>	
<p>Recommendation 6.5.1.a</p> <p>Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.</p>	
<ul style="list-style-type: none"> • The Bureau will be responsible for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the Council Handbook as part of the extended role of the Bureau described in 6.2.2.a. 	
<p>Recommendation 6.7.4.a</p> <p>Introduce stronger accountability in commission performance requirements – at both body and individual levels.</p>	
<p>Recommendation 6.7.5.b</p> <p>Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.</p>	
<p>Recommendation 6.7.5.d</p> <p>Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.</p>	
<p>Recommendation 6.7.6.a</p> <p>Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.</p>	
<p>Recommendation 6.8.1.a</p> <p>An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.</p>	
<p>Recommendation 6.8.1.c</p> <p>A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.</p>	
<p>Recommendation 6.8.1.d</p> <p>A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind</p>	

Third Section:

This third section is **our** Task Force's suggestion on the recommendations that deserve prime attention or not. We group them in four blocks, first of the highest relevance, and then the relevance hence priority diminishes to those of the least importance or that we believe are not pertinent nowadays. Let us underline this is OUR interpretation and therefore our perceived ranking.

Block A

EVEN though these are presumably implemented we believe they are of the utmost importance and hence the progress so far worth of being reviewed and if adjustments seem appropriate should be acted upon timely.

6.3.1.a Final meeting agenda circulated 3-4 weeks in advance of council meetings to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.

6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7 minutes) with more materials potentially in appendix or in information package.

6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/web conference and twice in person before Council meetings.

6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.

6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.

THIS recommendation in particular seems quite timely.

6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

6.4.3.b Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.

6.6.3 Lack of Ownership of Strategic Thinking

6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.

6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.

6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the onboarding process.

Block B

THESE group of recommendations seem appropriate to strengthen the Council's performance, we believe they are important indeed and ought to be address properly.

6.2.2 Insufficient involvement of Council in information design.

6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.

6.2.3 External information incomplete

6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk.

6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

6.3.6 Monitoring & evaluation

6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.

6.4.3.c Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organizational measurement systems.

6.4.3.d The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.

6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

6.7.1 Relationship between IUCN Council and Management

6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.

6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.

Block C

THESE recommendations are in our humble opinions the ones of the lesser priority of those suggested by the External Review team. We think some are being addresses indirectly in other and will eventually resolve or fall into irrelevance.

6.5.1 Lack of risk thinking at bureau and Council level

6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.

6.6.2 Renewing and updating membership engagement.

6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.

6.6.2.b Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.

6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.

6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.

6.8.1 Insufficient degree of independence in ethics oversight

6.8.1.a. An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.

6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).

6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.

6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

Block D

THESE recommendations, as we see it, might not be as relevant or pertinent now, as there were in the past.

6.1.1 Council composition dedication of councillors

6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.

6.1.2.a Council could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.

6.1.3 Lack of sufficient evaluation at the individual councillor level

6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the GCC within the limitations of the structures.

6.7.3.a Introduce committee-specific performance standards into Council member job descriptions and ensure accountability to these standards is done regularly and transparently.

6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.

6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.

6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

6.7.5.b Greater transparency of bureau's own processes and discussions and reporting back to council for decision-making.

6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the onboarding process.

6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.

6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined, and productive council culture, as well as to manage meetings with discipline.

6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis and provided by the chair of the Governance and Constituency Committee.

6.7.6 Revolving door between Secretariat & Council

6.7.8.a Require a minimum of a 2-year "cooling-off period" for secretariat employees who wish to become Councillors.

Task Force on One Programme approach

[Sixto Inchaustegui (Chair), Carl Amirgulashvili, MA Keping, Shaikha Salem Al Dhaheri, Gloria Ujor, Ramiro Batzin]

Due to the Chair's health issues, the task force met in the beginning of May to discuss the value proposition, a possible update of the Membership Strategy and a strategy for retaining/increasing State membership.

Follow up on the implementation of the membership strategy

Membership Strategy

The Secretariat (Iain Steward) presented to TF members the Secretariat's Strategy through a detailed PowerPoint presentation.

The components of the strategy were discussed among TF members. It was considered that:

The Strategy is very complete in its analysis including

- Present membership situation, with separate figures for state and NGOs members.
- Inputs from members
- Value proposition & Membership lifecycle
- Priorities activities for 2022-23
- Monitoring and key indicators
- Membership support team

Clarification were asked for:

Recruitment of cities. In particular, which would be the definition of "cities" for this process, and how to recognize the legal and institutional qualifications for a particular city to be able to become an IUCN member (relative to other same country institutions, like Ministry of Environment);

It is important to also note that in subnational governments' strategy, the Secretariat is working on an acquisition strategy for cities, focusing on them as one type of subnational governments, which is also an agenda item of this GCC meeting;

Recruitment of new members (240 between 2022 and 2025, with a focus on State and Subnational Government categories). Figures based in present statistics.

Improving recruitment and application experience. Indigenous People Organizations (IPOs). Observations were made on the need to also include special efforts to increment IPOs memberships. Including, special support not only at the Secretariat's but also through regional offices.

Structured engagement activities. Member briefings on funding opportunities and space for Members to build consortium via digital Member zone (starting in 2023 in digital Member zone, IUCN Engage). One frequent issue being asked to be improved is the avoidance of completion or

perceive competition between regional offices and members. Important to explore expansion of this strategic line.

Retain and grow State party membership

Recruitment of new members through the membership strategy focus on State and Subnational Government categories. Recruitment of cities represent an important relatively new niche of importance.

One Programme-approach

Effectively deliver the One Programme-approach and a strategy of engagement of members, National & Regional Committees and Commissions in its implementation

On boarding and Structured engagement activities. The implementation of the new onboarding program, and the structured engagement activities could be an entry points to strengthen the One Programme-approach.

Improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regions

Besides considering geographic representation in the strategy to recruit new memberships, further discussions should follow in relation to investment and revenue sharing between HQ and regions.

IUCN Council 2021-25

Programme and Policy Committee (PPC)

**12th meeting, 23 May 2023 from 09:00 – 13:00 and 14:00-18:00,
IUCN HQ, Gland**

DRAFT AGENDA

All documents can be found in the [PPC 9 folder on the Union Portal](#).

	<p>Agenda Item 1: Approval of the Agenda</p>
<p>Links to C109 agenda item 3.3</p>	<p>Agenda Item 2: Recommendations from the Conservation and Human Rights Task Force for Council and update on relevant Resolutions</p> <p>Res 002 — Strengthened institutional inclusion concerning indigenous peoples – Kristin Walker Painemilla Res 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks – Kristen Walker Painemilla Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth – Kristen Walker Painemilla Res 120 – Towards a Policy on Natural Capital – Kristen Walker Painemilla Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19 – Kristen Walker Painemilla</p>
<p>Links to C109 agenda item 3.3</p>	<p>Agenda Item 3: (Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces (requested by PPC4 Outcomes and recommendations to Council)</p> <p><i>It was agreed to have a standing agenda item on updates on implementation of Congress Resolutions and from the Committee Task Forces. PPC members are to indicate if any proposals are ready for PPC recommendation to Council.</i></p> <p>Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews – Peter Cochrane Res 061 – Partnerships and further development of a Global Ecosystem Typology– Angela Andrade Res 107 Reducing the impact of fisheries on marine biodiversity – requires the establishment of an Inter-Commission Working Group – Angela Andrade and Jon Paul Rodriguez to coordinate with other Commission Chairs Res 113 — Restoring a peaceful and quiet ocean – Madhu Rao and Jon Paul Rodriguez - Document: Next steps for Resolution 113 Res 114 – Integrated solutions to the climate change and biodiversity crises – Angela Andrade and Manuel Pulgar Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation– Bibiana Sucre</p>
	<p>Agenda Item 4: Updates by the Private Sector Task Force</p>
	<p>Agenda Item 5: IUCN Knowledge Products Strategy Roadmap</p> <p><i>All three Standing Committees are to discuss and approve the updated IUCN Knowledge Products Strategy Roadmap, as per Council decision C108/5.</i></p> <p>Document: IUCN Knowledge Products Strategy Roadmap</p>
<p>Links to C109 agenda item 6</p>	<p>Agenda Item 6: IUCN Academy Strategy</p> <p><i>The document has been shared with PPC and PPC is to make recommendations to Council</i></p> <p>Document: IUCN Academy Strategy</p>

Links to C109 agenda item 10.2	<p>Agenda Item 7: Jeju Leaders Forum and GEF Review</p> <p><i>Both Reviews were tabled at the 11th meeting, but due to time limitations the discussion was postponed to this meeting. The Jeju Leaders Forum Review discussion and advice for the future. IUCN Secretariat outlines the plans for the upcoming Leaders Forum in Geneva.</i></p> <p>Document:</p>
Links to C109 agenda item 3.5	<p>Agenda Item 8: International Positioning</p>
	<p>Agenda Item 9: Motions for Congress</p> <p><i>PPC is invited to start reflecting about Motions coming from Council for the IUCN Congress.</i></p> <p>Document:</p>
	<p>Agenda Item 10: Policy Overseer Procedure (2010)</p> <p><i>In the 6th PPC meeting PPC agreed to asses and eventually revise and update the Policy Overseer Procedure (2010).</i></p> <p>Document:</p>
Links to C109 agenda item 7	<p>Agenda Item 11: (Re)Confirmation of the rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN</p>
	<p>Agenda Item 12: Strategic discussion</p> <p><i>As per suggestion of PPC members, a strategic discussion on “How to get to 30x30, and what role can IUCN play in this (largely conceptualized issue)?” will take place.</i></p> <p><i>PPC members to suggest additional topics for discussion.</i></p> <p>Document:</p>
	<p>Agenda Item 13: Any other business pending for the next PPC meetings</p> <ol style="list-style-type: none"> 1. Dates and time for the next PPC meetings 2. Agenda items to be tabled for the next PPC meeting^a

Annex
TERMS OF REFERENCE
for bodies involved in implementation of
IUCN Resolution 123 (Marseille, 2020)
“Towards development of an IUCN policy on synthetic biology in relation to
nature conservation”

This document provides Terms of Reference for the seven different bodies involved in implementation of IUCN Resolution WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”, namely,

- i) IUCN Council Programme and Policy Committee Res 123 Working Group members,
- ii) Policy Development Working Group members,
- iii) Policy development working group chair/co-chairs,
- iv) Citizens’ assembly members,
- v) Trainers,
- vi) Facilitators,
- vii) IUCN Secretariat support.

This document was approved by IUCN Council in Decision C108/2, and then revised in response to feedback received from IUCN Members, with this revised version approved by IUCN Council in Decision C109/XXX in turn. With C109/XXX, the document is now considered closed, to allow the bodies in question to proceed with their mandated work, to submit a draft IUCN policy on synthetic biology in relation to nature conservation to IUCN Council, to transmit this through a motion to the next meeting of the IUCN World Conservation Congress for debate and potential adoption by the Members of IUCN.

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

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

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

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

Specific roles:

- 1) Comment and sign off on proposal for resource mobilisation in support of implementation of IUCN Resolution WCC 2020 Res 123;
- 2) Provide oversight regarding the procedures and timeline for implementation of IUCN Resolution WCC 2020 Res 123 as well as on the roles and articulation of the different bodies engaged in the process;
- 3) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council and IUCN President herself, specifically, on the appointment of nominees to the Policy Development Working Group, further to operative clause 2 of IUCN Resolution WCC 2020 Res 123;

- 4) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council itself on the drafting and participatory discussion and review process for the policy, further to operative clause 1 and 3 of IUCN Resolution WCC 2020 Res 123;
- 5) Provide assurance as to the stratified random selection of IUCN Members for participation in the citizens' assembly;
- 6) Provide advice for the selection of the Trainers and Facilitators;
- 7) Provide an observer to the meetings of the Policy Development Working Group and of the citizens' assembly;
- 8) Lead the development and submission of a Council motion to transmit the draft "IUCN policy on synthetic biology in relation to nature conservation" for consideration for adoption by the 2025 IUCN World Conservation Congress; and
- 9) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at 2025 IUCN World Conservation Congress.

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

ii) Policy Development Working Group members

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

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

Specific roles:

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

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

iii) Policy Development Working Group Chair/Co-chairs

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

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

Specific roles:

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

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

iv) Citizens’ assembly members

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

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

Specific roles:

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

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

v) Trainers

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

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

Specific roles:

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

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

vi) Facilitators

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

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

Specific roles:

- 1) Produce brief guidance documents on how different components of IUCN can carry out inclusive processes, including grassroots online discussions, to discuss synthetic biology and collect inputs from discussions and produce summary reports (National, Regional and Interregional Committees, Regional Conservation Fora, Commissions);
- 2) Facilitate at least one deliberation meeting of the citizens' assembly to produce recommendations for the Policy Development Working Group regarding content of the IUCN policy;
- 3) Facilitate the three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency review comments on first and second drafts;
- 4) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

Mode of operation: 1) At least one in-person meeting of the citizens' assembly; 2) Three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature

conservation”, and responses to IUCN constituency review comments on first and second drafts; 3) Address ongoing issues by email or electronic meetings as needed; 4) Attend the 2025 IUCN World Conservation Congress.

vii) IUCN Secretariat support

Composition: IUCN Secretariat support will be drawn from the IUCN International Policy Centre and IUCN Science & Data Centre. Specific staff engaged are anticipated to be the Head of the International Policy Centre, the Senior Scientist & Programme Manager, the Chief Scientist, the Head of the Science & Data Centre, and a Programme Administrator. **Objective:** Provide scientific, technical, policy, fundraising, and administrative support to all bodies and processes involved, in particular to the IUCN Council Programme and Policy Committee Working Group members, the Policy Development Working Group Chair/Co-chairs, and the Trainers and Facilitators, but also more generally the Policy Development Working Group members and citizens’ assembly members.

Specific roles:

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

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

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

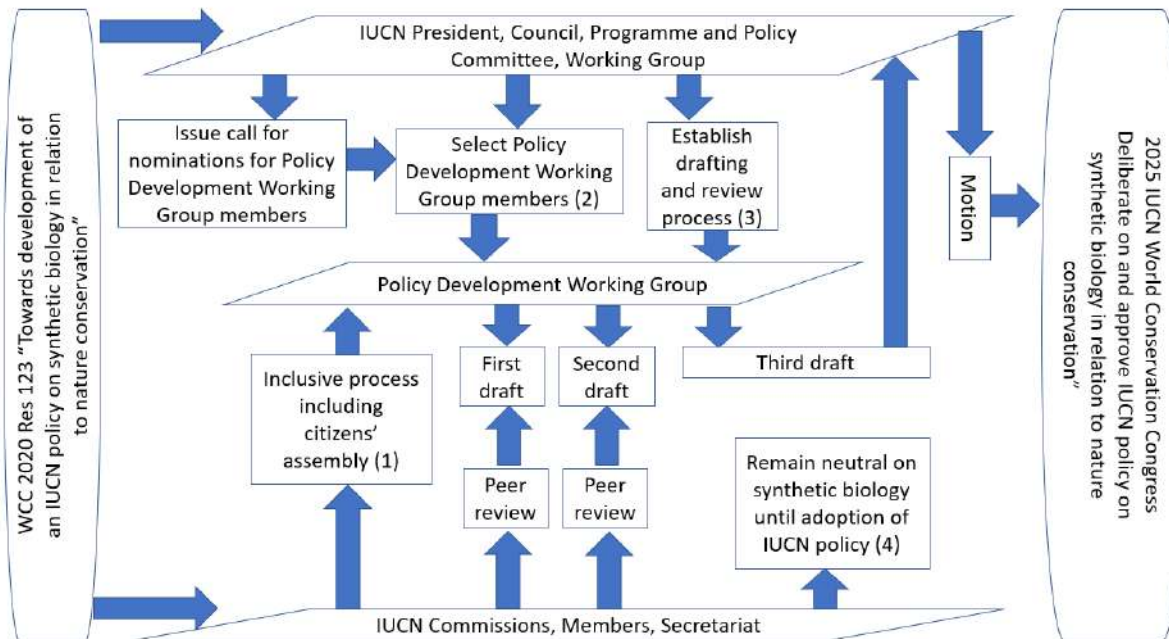
Mode of operation: 1) At least five in-person meetings (at least two for citizens’ assembly; three for Policy Development Working Group); 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

Other active stakeholders

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

DRAFT

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



DRAFT

LETTER 1:

Van: Winkel, Birgit <Birgit.Winkel@bmuv.bund.de>

Verzonden: vrijdag 14 april 2023 19:48

Aan: 'bsucre@provitaonline.org'; SUCRE Bibiana; 'h.eggermont@biodiversity.de'; EGGERMONT Hilde; COCHRANE Peter

CC: CASTANEDA RIAL Sonia; LELIEVRE Maud; N II 5; Willée, Eva

Onderwerp: IUCN Process on synthetic Biology

Dear Hilde, dear Bibiana, dear Peter,

I hope this email finds you all well. We would like to thank Hilde for the debriefing on the 108th IUCN Council meeting, which was very useful. As you may remember, I participated in the debates on resolution 123 at the WCC. It is good to see that the Council has finally decided to start the process.

Studying the outline you have developed, several questions occurred. Hilde was so kind to invite us to raise our concerns before the 109th Councils meeting so that they can be considered at that meeting.

From our point of view, the discussions at the WCC clearly showed that members wanted to have an IUCN policy for synthetic biology, which is based on an educated decision by a broad range of IUCN members. To include both the expertise of nature conservation and ecology experts as well as the expertise and interests of indigenous peoples in the debate on synthetic biology will allow for a comprehensive discussion. This expertise is widely available at IUCN and can therefore help understanding the impact that synthetic biology and engineered gene drives may have on nature conservation.

Based on this we found several shortcomings in the process outlined by the Council that would hinder the necessary open process.

1. In contrast to the mandate given in the resolution, the Council proposes to establish different working groups and a group of trainers and/ or facilitators.
2. The resolution recommends that one working group that is "composed of IUCN Members (NGOs, governments and indigenous peoples' organisations) ensuring a balance among genders, regions, perspectives and knowledge systems" should steer the process, write the briefing for the information of members and write a first draft of the policy taking into account the outcome of the inclusive process. To be in line with democratic principles, members of the civil society (in this case members of IUCN), not merely professional academic experts, must play the central role. When setting up the working group, it is important to ensure that those who bring critical perspectives on the technology are also involved in overseeing the entire process. The inclusion of such perspectives is an essential safeguard to ensure that the assumptions and judgements of those who advocate the development of technologies are open to critical scrutiny from those who question their merits.
3. Therefore, the first step in the process is to establish the working group, before anything else is decided. The working group will then decide on the methods and approaches to be used. This helps guarantee balanced decisions and helps build trust in a process by maximising transparency.

It was not the intention of the resolution that Council members should steer the process.

4. The development of the briefing is a very important part of the process, as the briefing material will serve to inform IUCN Members about what synthetic biology is, and why its implications for nature conservation require an inclusive debate. Therefore, it is necessary that this material is developed by the working group in a way that addresses the contrasting views and perspectives on the technology. Yet, the membership of the proposed group of trainers is limited to those coming from academia. This is not in line with the principles of democracy.

5. The same is true for the facilitators.

As the resolution does not describe how and by whom IUCN members will be trained, it is the task of the working group to decide on these issues. This could e.g. be done by selected members of the working group.

6. The IUCN report "Genetic Frontiers in Conservation" has been criticised by several members as being biased and missing key elements from the perspective of both risk assessment and technology assessment. Therefore, it can only be one of several materials serving as a basis for briefings and materials for the process.

We suggest launching a call for information before the first meeting of the working group.

7. The resolution asks for online discussions to feed into the process, this is not mentioned in the process outlined by the council.

8. The proposed conflict resolution does not comply with an approach in which different views on the technology form part of the process. Therefore, we propose that, in the case of divergent views in the WG not being resolved, then both majority and minority opinions should be noted.

9. We do not think that sixteen members are enough to ensure equal representation of genders, regions, opinions, ethical frameworks and knowledge systems. We propose to increase the number of the working group members to 20-25.

10. The intended participatory process cannot be replaced by a citizens / members assembly proposed to include only 16 representatives of IUCN organisations, informed by scientific experts.

In order to have a transparent, inclusive and participatory process that leads to an IUCN policy on synthetic biology, we kindly ask you to bring our concerns to the 109th IUCN councils meeting to make a decision that is coherent with the 123 Resolution on Synthetic Biology.

Furthermore, the Council should decide to call for nomination of members of the working group. This must be done very soon, as time is running and the process will take years.

Kind regards

Birgit Winkel

Head of Division N II 5

WG N II 5 Environmental and Nature Conservation Aspects of Genetic Engineering and Bioeconomics

Federal Ministry for the Environment, Nature Conservation,

Nuclear Safety and Consumer Protection

Robert-Schuman-Platz 3, 53175 Bonn, Germany

Phone +49 (0)228 99 305-2768

Mobil +49 (0)1 5119674724

Email birgit.winkel@bmu.de

Internet www.bmu.de/en

Twitter twitter.com/bmu

Facebook www.facebook.com/bmu

Instagram www.instagram.com/umweltministerium/

Please keep the environment in mind. Do you really need to print this email?

LETTER 2:

Van: Barbara Pilz <Pilz@saveourseeds.org>

Verzonden: donderdag 13 april 2023 11:35

Aan: bsucre@provitaonline.org; SUCRE Bibiana; h.eggermont@biodiversity.de; EGGERMONT Hilde; COCHRANE Peter

CC: ROVERAN Lavinia

Onderwerp: Concerns on the implementation of IUCN Resolution 123

Dear Bibiana Sucre, Hilde Eggermont, Peter Cochrane

I am Barbara Pilz, Campaign Manager at Save Our Seeds, writing to you on behalf of Deutscher Naturschutzring (DNR) and umbrella organisation member of IUCN.

After multiple exchanges with members of civil society organisations we believe is of utmost importance to raise our concerns regarding the [Terms of Reference and Process](#) for implementation of 2021 Congress Resolution 123. Please find a summary of inconsistencies below.

We believe that other IUCN members would also share the same concerns and therefore kindly request that you formally respond to them as soon as possible.

Thank you very much for your kind consideration.

Yours sincerely,

Barbara

Summary of Inconsistencies

On the steering of the process

[Annex, Section II to WCC-2020-Res-123-EN](#): *“The [Policy Development] working group will be in charge of steering the development process for the IUCN policy on synthetic biology.”*

This indicates that the Policy Development Working Group (henceforth ‘PD Working Group’) should guide the entire process. However, the **ToR Process**, which was drafted by the internal Res 123 Working Group, already **defines rigid structures of operation that do not take into account the perspective of the PD Working Group given that it has not yet been established.**

For example, the proposal for the methodologies proposed in the ToR Process for an ‘inclusive process’ (e.g., hiring of trainers and facilitators, randomly selected ‘citizens assembly’, etc.) already defines how IUCN members will take part in the process, the approach taken to provide information, how those setting the agenda and steering the process will be recruited (trainers and facilitators).

Without oversight from the beginning, the PD Working Group will not be able to steer the process, as proposed in the resolution. Therefore **the PD Working Group should be established before any decision is made on how the process will develop.**

Lack of diversity of knowledge systems and potential biases

Annex 2 to DEC C108/2: Inclusive process – “A team of Trainers, supported by the Secretariat and with oversight from the IUCN Council will develop a briefing document, in order to explain to a broad range of IUCN Members and their respective memberships what synthetic biology is, and why its implications for nature conservation require an inclusive debate.”

Any team of trainers should be recruited and supported by the PD Working group, who should be in charge of steering the whole process, not only the final discussions (once all the background information, methodologies, and perspectives taken into account have already been defined).

There must be clarification on how the selection of trainers and facilitators intends to ensure an unbiased approach given that they will define what information and perspectives will be taken into account when developing a briefing.

Annex 2 to DEC C108/2: Trainers and Facilitators – “The Trainers and Facilitators of the Citizens’ Assembly would be selected from among *respected scientific institutions (e.g. national academies of natural and social science)*, through the IUCN procurement process, to ensure transparency, as well as minimising any actual or perceived conflicts of interest over the topic.”

This goes against the premise that ‘the process should strive to achieve widely diverse participation across IUCN Members (NGOs, governments and indigenous peoples), genders, regions and knowledge systems, and identify relevant questions for consideration’ and overlooks that members of scientific institutions are also subject to biases.

Annex 2 to DEC C108/2: Inclusive process – “This briefing should recall the process on the topics so far within the context of IUCN, and *draw extensively from the IUCN report* “Genetic Frontiers in Conservation”

Adding to the point above, the contents of the report have been widely contested ([examples here](#) and [here](#)) and do not comprehensively contribute to:

“collect, formulate and consider ecological aspects, conceptual and legal challenges and wider questions such as socio-economic, cultural, ethical and legal impacts of the diverse existing and possible future applications of synthetic biology, including gene drives, for nature conservation purposes” as set in Resolution 123.

Therefore, **all mentions of the report should be removed from the ToR Process** so a wider and more diverse set of information sources can be considered.

Suggested Actions for the Council to consider

- For the process to be halted until these concerns are addressed

- For there to be one unified process that is guided by one, representative working group
- For the Policy Working Group to have more than 16 members
- For the Policy Working Group to be established before any methodologies for inclusivity are decided on so they can decide on how to steer the process, including which methodologies and approaches should be used (e.g. before a 'citizens assembly' is established)
- For clarification on the recruitment process of trainers and facilitators and how diverse knowledge systems would be included
- If a 'citizen's assembly' is established, for the Policy Working Group to lead the process and decide on how participants, trainers and facilitators will be recruited (not to leave it to a procurement process)
- For the IUCN report "[Genetic Frontiers in Conservation](#)" to not be the only publication serving as a basis. Preferably for any mentions to be removed if other balancing publications are not added.

LETTER 3:

21st April 2023

Dr Bibiana Sucre,
Chair, IUCN Council Programme and Policy Committee Res 123 Working Group
Email: bsucre@provitaonline.org

Dear Dr Sucre,

Re: Implementation of WCC 2020 Res. 123

On behalf of IUCN International Member Organization WCS, I would like to thank you, together with Dr Hilde Eggermont and Dr Peter Cochrane, for agreeing to work towards implementation of the above Resolution. The process proposed by IUCN for doing this, and ToR for the bodies to be involved, seem very appropriate. Given the sometimes controversial nature of the topic, the incorporation of citizen's assembly members to represent the "silent majority" of IUCN members is especially to be commended.

I wish you and your colleagues every success in implementing the Resolution, and in developing an IUCN policy on the critically important topic of the role of synthetic biology in relation to nature conservation. If myself and my colleagues at WCS can do anything to help, please let us know.

With best regards,

Elizabeth L. Bennett.

LETTER 4:

Re:wild

PO Box 129

Austin, TX 78767

rewild.org

May 10, 2023

Dear Bibiana, Hilde, and Peter,

Re:wild would like to thank you for your diligent efforts to develop a suitable process for the implementation of WCC-2020-Res-123-EN Towards development of an IUCN policy on synthetic biology in relation to nature conservation.

Re:wild recognizes how divisive this issue is and just how difficult it is to develop a process that permits resolution while not being overtaken by extreme points of view on either side of this discussion. Your idea to establish a 'citizen's assembly' to address this issue and bring a balanced point of view to the Policy Working Group is innovative and elegant. It also nicely addresses the resolution's request that 'the process should strive to achieve widely diverse participation across IUCN Members (NGOs, governments and indigenous peoples), genders, regions and knowledge systems, and identify relevant questions for consideration'.

Re:wild also supports the fact that the process you have designed builds on the great work done to produce the 'Genetic Frontiers in Conservation' report which was an inclusive and scientifically sound process that strived to find consensus within mainstream science and conservation practitioners on this complicated issue.

We thank you for your close attention to this issue and wish you well in the implementation of the process.

Yours sincerely,

Weston Sechrest

Chief Scientist and CEO

Re:wild

COUNCIL RESPONSE TO LETTER 1:

Ms B. Winkel

Head of Division N II 5

WG N II 5 Environmental and Nature Conservation Aspects of Genetic Engineering and Bioeconomics
Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection
Robert-Schuman-Platz 3, 53175 Bonn, Germany

Dear Ms Winkel:

Many thanks for your letter of 14 April sharing your feedback and comments on IUCN Council Decision C108/2, which approved the process and associated ToRs for the implementation of WCC 2020 Res 123.

We have considered your comments in detail, along with feedback received from other IUCN Members, and proposed a number of edits to the process and associated ToRs in response. Further, we conveyed your letter, our detailed response, and the proposed edits to the process and associated ToRs to the 109th meeting of IUCN Council (with in-depth discussion in the Programme and Policy Committee). Accordingly, IUCN Council adopted Decision C109/XXX, which approved the revised process and associated ToRs. IUCN Council also noted your letter and our response, on which we elaborate point-by-point herewith:

“It is good to see that the Council has finally decided to start the process”

Many thanks for your kind words. To be clear, while IUCN Council has indeed approved the process and associated ToRs (Decisions C108/2 & C109/XXX), it has not actually started the process. This is because substantial resource mobilisation is necessary to allow the process to actually be started. To advance this, the IUCN DG has solicited support from IUCN Government members. In this light, we should take the opportunity to reiterate the IUCN DG request to the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection, addressed to Ms Inka Gnittke on 6 Dec 2023. Might the German government be in a position to provide financial support for the process at this time?

“To include both the expertise of nature conservation and ecology experts as well as the expertise and interests of indigenous peoples in the debate on synthetic biology will allow for a comprehensive discussion”

We agree, and indeed, the specific documentation approved in IUCN Council Decisions C108/2 & C109/XXX to provide the operational details for the broad-brush approach outlined in WCC 2020 Res 123 was developed precisely to ensure that input into the policy development is indeed genuinely representative of the IUCN Membership.

“1. In contrast to the mandate given in the resolution, the Council proposes to establish different working groups and a group of trainers and/ or facilitators.”

The documentation approved in IUCN Council Decisions C108/2 & C109/XXX is wholly consistent with the mandate given in WCC 2020 Res 123. The Resolution mandates the establishment of a) an inclusive and participatory process and b) a Policy Development Working Group. The process and associated ToRs in IUCN Council Decisions C108/2 & C109/XXX are all designed to provide operational details for one, the other, or both of these. Specifically, ToRs for the Policy Development

Working Group members and chairs/co-chairs support establishment of the Policy Development Working Group, the ToRs for the Citizens' Assembly members and Trainers support establishment of the inclusive and participatory process, and the remaining ToRs support both elements.

"2. The resolution recommends that one working group that is "composed of IUCN Members (NGOs, governments and indigenous peoples' organisations) ensuring a balance among genders, regions, perspectives and knowledge systems" should steer the process, write the briefing for the information of members and write a first draft of the policy taking into account the outcome of the inclusive process. To be in line with democratic principles, members of the civil society (in this case members of IUCN), not merely professional academic experts, must play the central role. When setting up the working group, it is important to ensure that those who bring critical perspectives on the technology are also involved in overseeing the entire process. The inclusion of such perspectives is an essential safeguard to ensure that the assumptions and judgements of those who advocate the development of technologies are open to critical scrutiny from those who question their merits."

We agree that the appointment of the Policy Development Working Group members and chairs/co-chairs in a balanced fashion is essential, and accordingly, this will indeed follow the process mandated in the Annex to WCC 2020 Res 123 and comprise IUCN constituents (including, but not limited to, professional academic experts), as clear in the section on "Appointment of the Policy Development Working Group" in the process documentation approved in IUCN Council Decisions C108/2 & C109/XXX. The Resolution WCC 2020 Res 123 is silent on which body should produce the briefing.

"3. Therefore, the first step in the process is to establish the working group, before anything else is decided. The working group will then decide on the methods and approaches to be used. This helps guarantee balanced decisions and helps build trust in a process by maximising transparency."

The Resolution WCC 2020 Res 123 is silent on the timing of the inclusive process relative to that of the Policy Development Working Group, while it also requests the IUCN Council to establish the drafting and participatory review process. Indeed, it is precisely to ensure clarity on putting the two processes into practice that IUCN Council approved the operational details documented in IUCN Council Decisions C108/2 & C109/XXX.

"It was not the intention of the resolution that Council members should steer the process."

The documentation approved in IUCN Council Decisions C108/2 & C109/XXX does not assign any "steering" role to IUCN Council members. Rather, ToRs for the "IUCN Council Programme and Policy Committee Res 123 Working Group members" are to operationalise those roles assigned to IUCN Council in WCC 2020 Res 123, and to provide oversight to the process overall, as mandated in the operative paragraph 3 of the resolution which requests the IUCN Council to establish the process.

"4. The development of the briefing is a very important part of the process, as the briefing material will serve to inform IUCN Members about what synthetic biology is, and why its implications for nature conservation require an inclusive debate. Therefore, it is necessary that this material is developed by the working group in a way that addresses the contrasting views and perspectives on the technology. Yet, the membership of the proposed group of trainers is limited to those coming from academia. This is not in line with the principles of democracy."

The Resolution WCC 2020 Res 123 is silent on which body should produce the briefing; again, it is exactly to clarify these kind of specifics that IUCN Council approved the operational details

documented in IUCN Council Decision C108/2. Rather, WCC 2020 Res 123 specifies that the briefing “should be developed early in the process, in order to explain to a broad range of IUCN Members and their respective memberships what synthetic biology is, and why its implications for nature conservation require an inclusive debate. This briefing should recall the process on the topics so far within the context of IUCN.” It is exactly to ensure the delivery of such an early and balanced briefing that the process approved in IUCN Council Decisions C108/2 & C109/XXX specifies that this briefing will be prepared independently, by the trainers, with this service being procured through the IUCN procurement process.

“5. The same is true for the facilitators.”

The Resolution WCC 2020 Res 123 is silent on the role of facilitation. IUCN Council, in approving the operational details documented in IUCN Council Decisions C108/2 & C109/XXX, considers it essential that the Policy Development Working Group, and also the Citizens’ Assembly within the inclusive and participatory process, are supported by expert facilitation, with this service being procured through the IUCN procurement process.

“As the resolution does not describe how and by whom IUCN members will be trained, it is the task of the working group to decide on these issues. This could e.g. be done by selected members of the working group.”

The role of the Trainers, as approved by IUCN Council in Decisions C108/2 & C109/XXX, is not to provide training to IUCN Members. Rather, it is to prepare the briefing for IUCN Members, to prepare training materials for the Citizens’ Assembly within the inclusive and participatory process, and to lead the training session for the Citizens’ Assembly. As described in Decisions C108/2 & C109/XXX the training for Citizens’ Assembly will be responsive to needs expressed by members of the Citizens’ Assembly, so that participants share a common understanding on the topic of synthetic biology and its interactions with and implications for nature conservation, as well as on the process to develop an IUCN policy.

“6. The IUCN report “Genetic Frontiers in Conservation” has been criticised by several members as being biased and missing key elements from the perspective of both risk assessment and technology assessment. Therefore, it can only be one of several materials serving as a basis for briefings and materials for the process.”

The Resolution WCC 2020 Res 123 mandates that the deliberations of the Policy Development Working Group should draw from “previous resolutions, the IUCN report Genetic Frontiers in Conservation: Assessment of Synthetic Biology and Biodiversity Conservation, as well as on other relevant sources of information”, and this is re-iterated in the ToR for the group as approved by IUCN Council in Decisions C108/2 & C109/XXX. There is no implication that “Genetic Frontiers in Conservation” be the only source of information. We should also note that the IUCN Acting DG and IUCN President addressed the criticisms of the report “Genetic Frontiers in Conservation” in their August 2019 “Statement on the work of the IUCN Taskforce on Synthetic Biology and Biodiversity Conservation”.

“We suggest launching a call for information before the first meeting of the working group.”

Many thanks for this sensible suggestion – we have taken it on board in the process documentation section on “Drafting and review of the policy”.

“7. The resolution asks for online discussions to feed into the process, this is not mentioned in the process outlined by the council.”

Grassroots online discussions will indeed be included within the inclusive and participatory process, as highlighted in the Annex Section 1 of WCC 2020 Res 123. These will be part of the “Discussions among IUCN structures” as included in the process documentation approved by IUCN Council in Decisions C108/2 & C109/XXX.

“8. The proposed conflict resolution does not comply with an approach in which different views on the technology form part of the process. Therefore, we propose that, in the case of divergent views in the WG not being resolved, then both majority and minority opinions should be noted.”

The section on “Conflict resolution” as included in the process documentation approved by IUCN Council in Decision C108/2 only relates to “unconstructive conflicts”. Genuine divergence of opinions will be addressed through the work of the Policy Development Working Group itself, as guided by the Facilitators.

“9. We do not think that sixteen members are enough to ensure equal representation of genders, regions, opinions, ethical frameworks and knowledge systems. We propose to increase the number of the working group members to 20-25.”

The Resolution WCC 2020 Res 123 is silent on the number of members of the Policy Development Working Group. The decision approved by IUCN Council in Decisions C108/2 & C109/XXX that it should encompass 16 members is based the need to on the one hand ensure balance within the working group while on the other hand ensuring that the group is not too large for productive discussion, and that its operation be realistic within available resources (see also opening point regarding resource mobilisation, above).

“10. The intended participatory process cannot be replaced by a citizens / members assembly proposed to include only 16 representatives of IUCN organisations, informed by scientific experts.”

We agree. The Citizens’ Assembly, approved by IUCN Council in Decisions C108/2 & C109/XXX as part of the inclusive and participatory process, is intended to provide recommendations into the Policy Development Working Group in a way ensuring a voice for the “silent majority” of the IUCN Membership, with appointment of its membership through stratified random selection to ensure that it is truly representative. Discussions among the diverse IUCN structures, including grassroots online discussions (see above), will similarly provide input into the Policy Development Working Group. No element of the inclusive and participatory process will replace the Policy Development Working Group in any way.

“In order to have a transparent, inclusive and participatory process that leads to an IUCN policy on synthetic biology, we kindly ask you to bring our concerns to the 109th IUCN councils meeting to make a decision that is coherent with the 123 Resolution on Synthetic Biology.”

Many thanks. As explained above, we conveyed your letter, our detailed response, and the proposed edits to the process and associated ToRs to the 109th meeting of IUCN Council. Accordingly, IUCN Council adopted Decision C109/XXX, which approved the revised process and associated ToRs. IUCN Council also noted your letter and our response.

“Furthermore, the Council should decide to call for nomination of members of the working group. This must be done very soon, as time is running and the process will take years.”

We agree: this call for nominations will be issued as soon as resource mobilisation has been successful: see again our opening point on this, above.

Many thanks once again for your feedback, and we look forward to your continued engagement into the process of implementation of WCC 2020 Res 123 over the coming years.

Kind regards,

Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane
IUCN Council Programme and Policy Committee Res 123 Working Group

COUNCIL RESPONSE TO LETTER 2:

Ms B. Pilz
Campaign Manager, Save Our Seeds
Deutscher Naturschutzring (DNR)

Dear Ms Pilz:

Many thanks for your letter of 13 April sharing your feedback and comments on IUCN Council Decision C108/2, which approved the process and associated ToRs for the implementation of WCC 2020 Res 123.

We have considered your comments in detail, along with feedback received from other IUCN Members, and proposed a number of edits to the process and associated ToRs in response. Further, we conveyed your letter, our detailed response, and the proposed edits to the process and associated ToRs to the 109th meeting of IUCN Council. Accordingly, IUCN Council adopted Decision C109/XXX, which approved the revised process and associated ToRs. IUCN Council also noted your letter and our response, on which we elaborate point-by-point herewith:

“On the steering of the process. Annex, Section II to WCC-2020-Res-123-EN: “The [Policy Development] working group will be in charge of steering the development process for the IUCN policy on synthetic biology.” This indicates that the Policy Development Working Group (henceforth ‘PD Working Group’) should guide the entire process. However, the ToR Process, which was drafted by the internal Res 123 Working Group, already defines rigid structures of operation that do not take into account the perspective of the PD Working Group given that it has not yet been established. For example, the proposal for the methodologies proposed in the ToR Process for an ‘inclusive process’ (e.g., hiring of trainers and facilitators, randomly selected ‘citizens assembly’, etc.) already defines how IUCN members will take part in the process, the approach taken to provide information, how those setting the agenda and steering the process will be recruited (trainers and facilitators). Without oversight from the beginning, the PD Working Group will not be able to steer the process, as proposed in the resolution. Therefore the PD Working Group should be established before any decision is made on how the process will develop.”

The Resolution WCC 2020 Res 123 is silent on the timing of the inclusive process relative to that of the Policy Development Working Group, and indeed, it is precisely to ensure clarity on putting the two processes into practice that IUCN Council approved the operational details documented in IUCN Council Decisions C108/2 & C109/XXX. It is correct that it is indeed the role of the Policy Development Working Group to steer the policy development process, specifically operationalised by producing the first, second, and third drafts of the policy, and serving as resource people to support the deliberation of the policy by IUCN Members at the 2025 WCC. By contrast, the documentation approved in IUCN Council Decisions C108/2 & C109/XXX established that the IUCN Council Programme and Policy Committee Res 123 Working Group members will operationalise those roles assigned to IUCN Council in WCC 2020 Res 123, and provide oversight to the process overall, as mandated in the operative paragraph 3 of the resolution which requests the IUCN Council to establish the process.

“Lack of diversity of knowledge systems and potential biases. Annex 2 to DEC C108/2: Inclusive process – “A team of Trainers, supported by the Secretariat and with oversight from the IUCN Council will develop a briefing document, in order to explain to a broad range of IUCN Members and their respective memberships what synthetic biology is, and why its implications for nature conservation

require an inclusive debate.” Any team of trainers should be recruited and supported by the PD Working group, who should be in charge of steering the whole process, not only the final discussions (once all the background information, methodologies, and perspectives taken into account have already been defined). There must be clarification on how the selection of trainers and facilitators intends to ensure an unbiased approach given that they will define what information and perspectives will be taken into account when developing a briefing.”

The unbiased selection of the trainers and facilitators will be ensured by their selection “from a respected scientific institution (e.g. national academies of natural and social science), selected through the IUCN procurement process”, as specified in the ToR approved in IUCN Council Decision C108/2. It would not be procedurally appropriate for the Policy Development Working Group to select trainers or facilitators – the formal mechanism for procurement in IUCN is specified in the IUCN procurement process. The roles of the trainers and facilitators are factual and procedural, and responsive to needs.

“Annex 2 to DEC C108/2: Trainers and Facilitators – “The Trainers and Facilitators of the Citizens’ Assembly would be selected from among respected scientific institutions (e.g. national academies of natural and social science), through the IUCN procurement process, to ensure transparency, as well as minimising any actual or perceived conflicts of interest over the topic.” This goes against the premise that ‘the process should strive to achieve widely diverse participation across IUCN Members (NGOs, governments and indigenous peoples), genders, regions and knowledge systems, and identify relevant questions for consideration’ and overlooks that members of scientific institutions are also subject to biases.”

The roles of the trainers and facilitators are factual and procedural – the entire remit of drafting the policy rests with the Policy Development Working Group, which will be selected strictly following the ToR established in Section II of the Annex of WCC 2020 Res 123.

“Annex 2 to DEC C108/2: Inclusive process – “This briefing should recall the process on the topics so far within the context of IUCN, and draw extensively from the IUCN report “Genetic Frontiers in Conservation”. Adding to the point above, the contents of the report have been widely contested (examples here and here) and do not comprehensively contribute to: “collect, formulate and consider ecological aspects, conceptual and legal challenges and wider questions such as socio-economic, cultural, ethical and legal impacts of the diverse existing and possible future applications of synthetic biology, including gene drives, for nature conservation purposes” as set in Resolution 123. Therefore, all mentions of the report should be removed from the ToR Process so a wider and more diverse set of information sources can be considered.”

The Resolution WCC 2020 Res 123 mandates that the deliberations of the Policy Development Working Group should draw from “previous resolutions, the IUCN report Genetic Frontiers in Conservation: Assessment of Synthetic Biology and Biodiversity Conservation, as well as on other relevant sources of information”, and this is re-iterated in the ToR for the group as approved by IUCN Council in Decisions C108/2 & C109/XXX. There is no implication that “Genetic Frontiers in Conservation” be the only source of information. We should also note that The IUCN Acting DG and IUCN President provided a joint response to the criticisms of the report “Genetic Frontiers in Conservation” in their August 2019 “Statement on the work of the IUCN Taskforce on Synthetic Biology and Biodiversity Conservation”.

“For the process to be halted until these concerns are addressed”

These concerns are addressed with the response herein.

“For there to be one unified process that is guided by one, representative working group”

There is one unified process guided by Resolution WCC 2020 Res 123, which mandates a) an inclusive and participatory process, b) a Policy Development Working Group, c) finalisation of a motion on the policy by Council, and d) deliberation of and voting on the motion by the 2025 WCC, with (a) informing (b), then (b) informing (c), and finally (c) informing (d) in turn.

“For the Policy Working Group to have more than 16 members”

The Resolution WCC 2020 Res 123 is silent on the number of members of the Policy Development Working Group. The decision approved by IUCN Council in Decisions C108/2 & C109/XXX that it should encompass 16 members is based on the need to on the one hand ensure balance within the working group while on the other hand ensuring that the group is not too large for productive discussion, and that its operation be realistic within available resources (see also opening point regarding resource mobilisation, above).

“For the Policy Working Group to be established before any methodologies for inclusivity are decided on so they can decide on how to steer the process, including which methodologies and approaches should be used (e.g. before a ‘citizens assembly’ is established)”

The Resolution WCC 2020 Res 123 is silent on the timing of the inclusive process relative to that of the Policy Development Working Group, while it also requests the IUCN Council, in its operative paragraph 3, to establish the drafting and participatory review process. Indeed, it is precisely to ensure clarity on putting the two processes into practice that IUCN Council approved the operational details documented in IUCN Council Decisions C108/2 & C109/XXX.

“For clarification on the recruitment process of trainers and facilitators and how diverse knowledge systems would be included”

This is clearly specified in the process documentation and associated ToRs approved in IUCN Council Decisions C108/2 & C109/XXX.

“If a ‘citizen’s assembly’ is established, for the Policy Working Group to lead the process and decide on how participants, trainers and facilitators will be recruited (not to leave it to a procurement process)”

We do not agree: as approved in IUCN Council Decisions C108/2 & C109/XXX, the Citizens’ Assembly will be part of the inclusive and participatory process and as such inform the Policy Development Working Group. It would not be legally appropriate for the Policy Development Working Group to select trainers or facilitators – the formal mechanism for procurement in IUCN is specified in the IUCN procurement process.

“For the IUCN report “Genetic Frontiers in Conservation” to not be the only publication serving as a basis. Preferably for any mentions to be removed if other balancing publications are not added.”

The Resolution WCC 2020 Res 123 establishes that “Genetic Frontiers in Conservation” as well as other sources of information serve as input to the deliberations of the Policy Development Working

Group, and this was re-iterated in the process documentation and associated ToRs approved in IUCN Council Decisions C108/2 & C109/XXX.

Many thanks once again for your feedback, and we look forward to your continued engagement into the process of implementation of WCC 2020 Res 123 over the coming years.

Kind regards,

Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane
IUCN Council Programme and Policy Committee Res 123 Working Group

COUNCIL RESPONSE TO LETTER 3:

Dr E.L. Bennett
Vice President, Species Conservation
Wildlife Conservation Society
2300 Southern Boulevard,
Bronx, NY 10460, USA
email: ebennett@wcs.org

Dear Dr Bennett:

Many thanks for your letter of 21 April sharing your feedback and comments on IUCN Council Decision C108/2, which approved the process and associated ToRs for the implementation of WCC 2020 Res 123.

We have considered your comments, along with feedback received from other IUCN Members, and proposed a number of edits to the process and associated ToRs in response. Specifically, we note your feedback that “The process proposed by IUCN for doing this, and ToR for the bodies to be involved, seem very appropriate” and that “the incorporation of citizen’s assembly members to represent the “silent majority” of IUCN members is especially to be commended”. We have consequently taken care to ensure that our revision of the process and associated ToRs in response to feedback received does not jeopardise these important elements.

Further, we have conveyed your letter, our response, and the proposed edits to the process and associated ToRs to the 109th meeting of IUCN Council. Accordingly, IUCN Council adopted Decision C109/XXX, which approved the revised process and associated ToRs. IUCN Council also noted your letter and our response.

Many thanks once again for your feedback, and we look forward to your continued engagement into the process of implementation of WCC 2020 Res 123 over the coming years.

Kind regards,

Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane
IUCN Council Programme and Policy Committee Res 123 Working Group

COUNCIL RESPONSE TO LETTER 4:

Dr W.W. Sechrest
Re:wild
PO Box 129
Austin, TX 78767
rewild.org

Dear Dr Sechrest:

Many thanks for your letter of 10 May sharing your feedback and comments on IUCN Council Decision C108/2, which approved the process and associated ToRs for the implementation of WCC 2020 Res 123.

We have considered your comments, along with feedback received from other IUCN Members, and proposed a number of edits to the process and associated ToRs in response. Specifically, we note your feedback that “Your idea to establish a ‘citizen’s assembly’ to address this issue and bring a balanced point of view to the Policy Working Group is innovative and elegant” and that “the fact that the process you have designed builds on the great work done to produce the ‘Genetic Frontiers in Conservation’ report which was an inclusive and scientifically sound process that strived to find consensus within mainstream science and conservation practitioners on this complicated issue”. We have consequently taken care to ensure that our revision of the process and associated ToRs in response to feedback received does not jeopardise these important elements.

Further, we have conveyed your letter, our response, and the proposed edits to the process and associated ToRs to the 109th meeting of IUCN Council. Accordingly, IUCN Council adopted Decision C109/XXX, which approved the revised process and associated ToRs. IUCN Council also noted your letter and our response.

Many thanks once again for your feedback, and we look forward to your continued engagement into the process of implementation of WCC 2020 Res 123 over the coming years.

Kind regards,

Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane
IUCN Council Programme and Policy Committee Res 123 Working Group



**Process for the implementation of [IUCN Resolution 123](#) (Marseille, 2020)
“Towards development of an IUCN policy on synthetic biology in relation to
nature conservation”
May 2023**

This document should be read in conjunction with the Terms of Reference of the different bodies engaged in the discussion and drafting of the policy, see Annex. It was approved by IUCN Council in Decision C108/2, and then revised in response to feedback received from IUCN Members, with this revised version approved by IUCN Council in Decision C109/XXX. With C109/XXX, the document is now considered closed, to allow the bodies in question to proceed with their mandated work, to submit a draft IUCN policy on synthetic biology in relation to nature conservation to IUCN Council, to transmit this through a motion to the next meeting of the IUCN World Conservation Congress for debate and potential adoption by the Members of IUCN.

IUCN Council Programme and Policy Committee Res 123 Working Group

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

Inclusive process

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

Discussions among IUCN structures

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

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

To facilitate this inclusive process, a team of Facilitators will produce a brief guidance document with recommendations about achieving inclusive and participatory engagement across the constituency, including grassroots online discussions, how to cover the topics mentioned in the Resolution, and a template to receive appropriate reporting of discussions

and summaries of the collected inputs. These reports will be inputs into the drafting and deliberation process of the IUCN policy.

Citizens' Assembly

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

A minimum of 16 IUCN Member institutions will be randomly selected (using an algorithm for which the code is publicly available), using a stratification across

- a) the Union's eight statutory regions, to ensure balanced geographic participation,
- b) IUCN's two voting houses: governments (including States, Government Agencies, and Sub-National Governments), and civil society organisations (including Indigenous Peoples' Organisations, National Non-Governmental Organisations, and International National Non-Governmental Organisations), ensuring half of the institutions are from governments and half from civil society organisations, and
- c) female and male participants.

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

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

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

Trainers and Facilitators

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

Appointment of the Policy Development Working Group

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

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

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

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

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

Drafting and review of the policy

The drafting of the policy will be led by the Policy Development Working Group, taking into account the inputs from the inclusive discussion process, especially the reports from the discussions carried out by the different IUCN structures, and the deliberations and recommendations from the Citizens' Assembly, as well as the guiding criteria listed in the Resolution, and the IUCN report Genetic Frontiers in Conservation: Assessment of Synthetic Biology and Biodiversity Conservation, as well as on other relevant sources of information. A call for information will be disseminated across current IUCN Members and Commission members to facilitate identification of such other relevant sources of information.

The drafting and review process to be followed is described in IUCN Resolution WCC 2020 Res 123. The Policy Development Working Group will meet in person three times, to prepare the first, second and third drafts of the policy, as well as will also work online via email and virtual meetings. In person meetings will have the support of the professional Facilitators hired and mentioned above.

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

Conflict resolution

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

Resources required to implement this process

The implementation of IUCN Resolution WCC 2020 Res 123 following the process described in this document is conditioned by the availability of resources to cover costs such as travel, contracts for the Facilitators and Trainers, honoraria of participants of the Citizens' Assembly, Secretariat staff time dedication, document production and communication, among others. IUCN Secretariat is commissioned to fundraise to cover these costs from philanthropic organisations and governments minimising any actual or perceived conflicts of interest over the topic.

DRAFT

COUNCIL DECISION

C/74/17

On the recommendation of the Programme and Policy Committee, Council

ENDORSED the PPC Policy Overseer Procedure to be implemented for PPC's future work on policy.

Annex 5

Policy Overseer Procedure

Background

There is an urgent need to clarify the role of Programme and Policy Committee (PPC) and through it the Council in the formulation, interpretation, coordination, and communication of IUCN policy. This need reflects the growing external demand on IUCN for policy advice. The 'head of power' for IUCN policy is the Congress resolution process. The Council has an overarching responsibility to ensure policies as articulated by Congress resolutions are properly interpreted, articulated and given effect. The DG has the authority to produce policy statements and position papers consistent with Congress resolutions and Council decisions. Given the dynamic world in which we operate, there is a need for the interpretation and discussion of policies across a broad sweep of thematic areas which are critical to our core mission. Key policy arenas in need of Council attention include the private sector, bio-fuels, and climate change.

Strong and relevant policies are one of the keys to achieving the goal of having the One Programme 'prospectus' delivered by all elements of the Union, i.e., not just by the Secretariat but also by Members, the Commissions, Regional and National Committees. As we move towards this more network-based ('netcentric') approach to programme delivery, policies function as the 'protocols' that enable the network to operate in more decentralized and responsive (rather than 'command and control') ways.

Policy Documents

IUCN has three classes of policy documents:

1. Policies as expressed in Congress resolutions and other Congress-approved documents (e.g. Caring for the Earth, The Earth Charter). These are known as general policies ;
2. Council rulings, including policy guidelines, policy interpretations, public statements, and directions on policy to the DG;
3. Policy statements and policy position documents. The former are policies which are of a substantive, long-term nature (e.g. gender policy statement). The latter reflect more time-bound and tactical responses (e.g. climate change policy options for a UNFCCC CoP)

It is also useful to note the different uses of these policy documents, including:

- Policy statements made in response to an urgent, time-dependent public calls;
- Policies that are of a highly technical content;
- Policies addressing programmatic issues with a political dimension ; and
- Interventions to influence decision makers that can be directed to governments, corporations, or the general public.

PPC responsibilities

The PPC needs to take a more proactive role in fulfilling its policy responsibilities as follows:

- (1) Providing clear interpretation and direction via Council to the DG on policies, especially for issues where general policy is unclear;
- (2) Reviewing policy statements and position documents to ensure they are in accord with general policy, and are effective and appropriate given current circumstances. These reviews should be ongoing and where necessary include review and feedback during the development of policy statements and position documents and subsequently as we gain experience based on their application.
- (3) Provide systematic oversight to ensure IUCN policy's portfolio is coherent, comprehensive and promotes positive synergies; and
- (4) Provide recommendations to Council on the need for developing and adopting policies to fill gaps and to address new and emerging issues.

IUCN policy process

Following previous Council decisions (Annex 1) and the revised “Secretariat Procedures for IUCN’s Policy Work”, the IUCN policy process involves the following steps and elements.

- (a) Members define the general policy of IUCN through World Congress resolutions and recommendations.
- (b) Within the general policy laid down by the World Congress, the Council is empowered to give rulings on policy and to determine complementary policy guidelines. Council can also adopt and publicise statements on important issues concerning the objectives of the IUCN. These can take the form of policy statements. In any case, Council’s public statements must be in accordance with IUCN general policy. Council can also direct the DG to issue a policy statement.
- (c) The DG is authorised to issue policy statements and policy position documents without first seeking Council approval, but these must be in accordance with Congress resolutions and Council directives. Global thematic directors and regional directors are also authorised to issue policy position documents. In both cases the procedures to issue such statements are defined within the “Secretariat Procedures for IUCN’s Policy Work”.
- (d) Commission Chairs may likewise develop policy position documents consistent with the “Secretariat Procedures for IUCN’s Policy Work” and through working in close collaboration with the relevant Secretariat directors.
- (e) Consistent with the One Programme policy, and as documented in the “Secretariat Procedures for IUCN’s Policy Work”, policy statements and position documents, including those originating either from the DG, or the global thematic and regional directors, or the Commission Chairs, must be developed through a participatory process that includes: (a) consultation with relevant Members and components (Council, Secretariat, Commissions, Regional and National Committees); and (b) review by PPC when Council meets and inter-sessionally when necessary. It is particularly important that the Secretariat seek PPC interpretation and guidance (i) where policy is unclear, (ii) where there are competing policies, and (iii) where there are policy gaps; and that in response, PPC via Council gives clear rulings and guidelines to the DG.
- (f) As part of a pro-active approach, PPC will include consideration of policy needs in response to new and emerging issues as a item on its agenda for Council meetings

Note that PPC’s input may be needed in-between Council meetings to help ensure that the formulation and use of policy statements and options proceed in a timely manner as IUCN is often under external pressure to produce policy options within short time frames, and increasingly in response to new and emerging issues.

It is also noted that:

- Commission Chairs and Secretariat staff can issue technical and discussion documents. But, these are ‘non-policy papers’ in that they cannot express a policy position on behalf of IUCN.
- National and Regional Committees and Regional Fora may issue statements relevant to the objectives of IUCN, provided that this is done solely on behalf of the Committee and does not commit IUCN to any financial, legal or policy obligations.

Policy Overseer Guidelines

The PPC must exercise its judgement in interpreting policy, resolving tensions between competing policies, and providing guidance on new issues. While our policies must be pragmatic, they must also serve to catalyse and enable transformational change in support of IUCN’s mission and objectives. Therefore, in discharging its responsibilities under this Policy Overseer Procedure, PPC will give consideration to the following guidelines which draw upon, among other things, the IUCN Statutes and Earth Charter principles (which were mandated at WCC3 as a guide to IUCN policy).

1. Respect both houses

IUCN policies often involve a difficult integration of the tensions arising from the two ‘houses’ that form the membership (a general rule of thumb is that non-government Members often seek more progressive and prescriptive policies than do government Members). Furthermore, the position that IUCN occupies in the international arena requires that a principled and evidence-based approach is taken that is mindful of the need for diplomacy.

2. Make a difference

The planet is in the grip of a biodiversity extinction crisis. Minimalist and overly-cautious policy responses may do more harm than good or simply serve to delay the point in time when the biosphere is exhausted. Given that we have already exceeded Earth’s ecological carrying capacity, we need policies that promote ‘net positive outcomes’ which fix the problem faster than we are causing it. Policies are needed that result in both the protection and restoration of species and ecosystems.

3. *Focus on 'first order' problems*

Policies, policy statement and policy option documents need to target the most crucial issues and not avoid the big, difficult problems. There is an understandable tendency to 'follow the path of less resistance' and address 'second order' and less urgent concerns. This issue is especially important when considering policies that address (a) the major threats to species, ecosystems and sustainable livelihoods (habitat loss, fragmentation and degradation; invasive species; over-use; and changed hydrological and fire regimes) and (b) the impacts from extractive, landscape- (and seascape-) transforming land use activities including the industrial production of bio-fuels and bio-materials, industrial-scale forestry, and mining.

4. *Expand the scope of EA*

IUCN policy should expand the scope of environmental impact assessment beyond 'minimalist compliance' with legislative requirements. IUCN should always maintain the right to critique the merit and validity of a project *per se* including (a) recommending the 'no go' and 'go elsewhere' options for large scale developments even if these are economically more expensive options for the developer, and (b) evaluating the indirect and long-term aggregate impacts on the conservation needs of species and ecosystems and the sustainable livelihoods of local communities.

5. *Give the benefit of the doubt to biodiversity*

The best available science should always be applied. However, using the best available science does not eliminate uncertainty. Rather, it should make the uncertainty more explicit, ideally providing estimates of Type I (the likelihood of 'false positive') and Type II ('false negative') errors. IUCN policy should in the first instance give the benefit of doubt to biodiversity, and reverse or at least increase the burden of proof falling on the developer.

6. *Distinguish between scientific, economic and social factors*

Policies should enable a clear distinction to be made between recommendations based on (a) what science is saying we should do to protect and restore species and ecosystems, and (b) the relevant social, economic and ethical factors that need to be taken into account to achieve practical and sustainable conservation outcomes over specified time periods.

Concluding Comment

This PPC *Policy Overseer Procedure* is necessary for two reasons. First, to help ensure Council fulfils its mandated responsibilities regarding policy which, *inter alia*, includes giving rulings on policy and to determine complementary policy guidelines, within the general policy of IUCN laid down by the World Congress. Second, this *Policy Overseer Procedure* will help ensure that IUCN policy is developed through an inclusive and broad consultative process that gives effect to the One Programme principle.

IUCN Procedures for Engaging in International Policy Meetings

Title	IUCN Procedures for Engaging in International Policy Meetings
Version	Replaces version released in 2004, 2010 and 2018
Source language	English
Published in French under the title	n/a
Published in Spanish under the title	n/a
Responsible Unit	International Policy Centre
Developed by	International Policy Centre
Subject (Taxonomy)	Policy
Date approved	23 September, 2022
Approved by	Director General
Applicable to	All IUCN Staff Members world-wide
Purpose	The aim of these guidelines is to promote a relevant, consistent, effective, efficient and accountable approach to IUCN's policy work.
Is part of	IUCN Operational Policy Framework
Conforms to	IUCN Statutes and the "Revised Policy System for IUCN", approved by the IUCN Council in May 2002, the Policy Overseer Procedure, approved by Council in June 2010, and the IUCN Secretariat Policies, Procedures and Guidelines Framework, approved by ExBo in April 2022.
Related Documents	the "Revised Policy System for IUCN", approved by the IUCN Council in May 2002 and the Policy Overseer Procedure, approved by Council in June 2010.
Distribution	All staff members worldwide, on Union Portal and available on request to internationalpolicycentre@iucn.org .

Document History

Version 1.0	Released 2004
Version 1.5	Released March 2010
Version 2.0	Released May 2010
Version 3.0	Released August 2018
Version 4.0	Released September 2022

For further information contact:

International Policy Centre

Email: internationalpolicycentre@iucn.org

IUCN Procedures for Engaging in International Policy Meetings

IUCN POLICY 101: WHAT IS IT AND WHO DEFINES IT?

1. What is IUCN Policy?

IUCN policies are principles or courses of action, which guide its present and future decisions and actions, in order to achieve its mission¹.

IUCN general policy consists of:

1. The body of principles and frameworks on conservation-related issues embedded in [Resolutions or Recommendations](#) adopted by Members at the Congress.
2. Foundational texts such as the [World Conservation Strategy](#) (1980) and [Caring for the Earth: A Strategy for Sustainable Living](#) (1991).
3. Policy statements, Council rulings and guidelines

2. Who defines IUCN Policy²?

MEMBERS define IUCN's general policy by participating in the Members' Assembly at the Congress. Members do not make IUCN policy in their *individual* capacity, but do so *collectively* at the Congress, where **Resolutions and Recommendations** are adopted.

COUNCIL provides **rulings** and prepares **complementary policy guidelines**. This is about the *interpretation* of IUCN general policy rather than its *making*, with two exceptions:

1. Council may propose motions to be considered by Congress.
2. In extraordinary circumstances, the Council may, by a two-thirds majority, take measures that are normally Congress prerogatives (Art. 48).

DIRECTOR GENERAL (AND SECRETARIAT) implement the policy and Programme of IUCN as established by Congress and the Council. The Director General is authorised to issue statements in the name of IUCN.

Within the Secretariat, the International Policy Centre (IPC) is tasked with the maintenance of standards and coherence in IUCN policy delivery.

COMMISSIONS provide expert findings, technical and scientific inputs to contribute to IUCN's policy and positions. However, Commissions are *not* entitled to make IUCN policy.

NATIONAL AND REGIONAL COMMITTEES are *not* entitled to make IUCN policy. However, they may adopt and pursue their own policies consistent with the policies and objectives of IUCN.

They may also issue statements relevant to the objectives of IUCN, provided that this is done solely on behalf of the Committee and does *not* commit IUCN to any financial, legal or policy obligations.

¹ This definition while aligned with the definition of policy as set out in the IUCN Policies, Procedures and Guidelines Framework does not refer to internal secretariat policies.

² This section derives from the *Revised Policy System for IUCN* (2002), available at: <https://portals.iucn.org/union/node/24740>

PROCEDURES FOR ENGAGING IN INTERNATIONAL POLICY MEETINGS

1. Develop an engagement strategy

Guided by IUCN programmatic priorities, at the beginning of each year, the International Policy Centre (IPC) identifies the priority global policy events and processes relevant to IUCN, and shares the policy calendar with the Executive Board, Centre and Regional Directors and the Council. Events of strategic importance are created in the Union Portal and are updated as more information becomes available.

An engagement strategy is prepared for all the meetings that IUCN participates in. The strategy is meant as a roadmap that articulates IUCN's expectations of its participation at the specific meeting or process and what is needed to achieve its objectives. The strategy should comprise at least the following key elements: expected policy outcomes, key policy deliverables (position paper, side-events, information papers), a delegation, as well as a timeline with milestones.

A Centre/ Regional Director or Head of Team shall be designated as focal point and be responsible for leading IUCN's engagement in any given policy process. The IPC provides guidance and overall steering and must be kept informed at all times.

2. IUCN Delegations

Delegations are constituted according to the abovementioned strategy and the agenda of the respective meeting, to ensure the necessary expertise and proper staffing and achieve the desired results. A set of [Guidelines for delegations](#) is available on the Union Portal.

These provide information on:

- (1) the approval and accreditation of IUCN delegation members,
- (2) the duties and responsibility of the Head of Delegation, and
- (3) the duties and responsibilities of delegates.

Delegations can consist of both Secretariat staff as well as Commission members. Occasionally, representatives of National and Regional Committees can join the IUCN delegation. The Director General must approve the final delegation list.

Other resources are also available on the Union Portal. These include the [Delegate Form](#) and the [Template for delegation list](#).

3. Position Papers

Position Papers are planned and foreseen in the relevant influencing/ engagement strategy. This document should:

- Be based on the relevant policy influencing strategy and the agenda of the meeting/event/process.
- Be coherent with IUCN's general policy on the topic and aligned with IUCN's previous positions.
- Be the result of a consultation with all relevant people across the Union (Staff/Commission/Council), as appropriate.

The final draft must be signed off by the Director of the International Policy Centre / Director General. To the extent possible, the **final draft should be ready at least 6 weeks before the meeting**, and translated into all IUCN languages. The final version is shared according to the dissemination check list (Annex 1).

TIP: Because the development of a position paper is a consultative process, consider sufficient time (2-4 weeks) to receive inputs, drafting, and gather feedback. A [template for position paper](#) is available in the Union Portal.

Also useful: [How to provide inputs to position papers](#)

Co-signing third party position document (including joint letters):

Usually IUCN does not sign position documents (including joint letters that contain policy recommendations) originating from third parties. In exceptional circumstances, the Director General may authorize co-signing third-party policy documents (including joint letters) provided that:

- The content of the third-party policy document is consistent with IUCN general policy
- IUCN has participated in the drafting process
- The Regional or Centre Director responsible for the issue in question clears the draft and ensures other Regional or Centre Directors are informed.

Once the authorisation to sign a third-party position document has been given, the approval procedure for the content of the position document is the same as that for IUCN position papers. Co-signed position documents should not commit IUCN financially, legally or politically.

4. Side events, communications, and delegation report

SIDE EVENTS. In most intergovernmental and international policy processes there is the opportunity to host side-events. These events must be aligned with the engagement strategy and need to be brought to the attention of the designated responsible/head of delegation, to avoid duplication and maximize impact. A [template for side-events](#) is available.

COMMUNICATIONS AND OUTREACH play a key part in policy influencing. Annex 1 contains a dissemination check list for both internal and external audiences. The Global Communications and Membership Units need to be informed with sufficient time in advance to assist in distributing all relevant information to IUCN Members and other audiences – including through creating a dedicated space in the IUCN website.

A DELEGATION REPORT must be prepared within the month following the end of the meeting. Ideally, it should reflect whether the stated policy objectives in the engagement strategy were met, what aspects could be improved and follow-up actions for IUCN.

5. Policy-related documents

IUCN does not only influence policy by participating in international meetings. The Union publishes a wide array of policy-related documents, including: policy briefs, issues briefs, information papers, among others. The table below provides a non-exhaustive overview of the typology for these documents. **Procedure-wise, if these documents include policy recommendations, the International Policy Centre should be consulted in order to ensure coherence with IUCN general policy.**

Table 1: Typology of policy-related documents (non-exhaustive)

Type of policy document	Brief description	Purpose	Main audience
Resolutions and Recommendations	General policy of IUCN, adopted by the membership	Guide IUCN's work and positions	The Union and external actors
Council rulings and guidance	General policy of IUCN, complementary policy guidelines	Complement Resolutions and Recommendations	The Union
Oral interventions at policy fora / interventions from the floor	Orally present IUCN's position on a specific topic at a meeting	Policy influencing (advocacy)	Negotiators
Position Papers	Present IUCN's position for a specific meeting/event	Policy influencing (advocacy)	Negotiators

Type of policy document	Brief description	Purpose	Main audience
Policy Statements ³	Long-term and strategic, reflect IUCN's general policy	Policy influencing (advocacy)	The Union, policy-makers, external actors including the media
Policy Briefs	Summarize a particular issue and the policy options to deal with it	Policy influencing (advocacy)	Policy-makers, negotiators
Issues Briefs ⁴	Provide an overview of issues central to IUCN's work, and explain what can be done	Provide information (sometimes technical) and suggest what can be done	Policy-makers, media, general public
Information paper	Provide technical information about particular issues being discussed, but without conveying a position	Inform	Negotiators

³ Policy Statements are long term and strategic in nature. They are generally developed i) in response to a specific request contained within a resolution or council guidance, ii) to provide greater clarity to existing general policy or Council ruling or iii) to address a newly emerging issue of significant and immediate concern in the absence of clear general policy, Council ruling or complementary policy guidelines by Council. (2018)

⁴ See <https://www.iucn.org/resources?rstyle=1109&thm=All&tpc=All&rgn=All&cntry=All>

ANNEX 1 –DISSEMINATION CHECK LIST FOR POSITION PAPERS

This section outlines the standard dissemination procedure for position papers. It may be used as a checklist to help track the communications that must be sent out.

Internal dissemination

The approved and translated position paper is shared **4 weeks before the meeting** with the following people (in one joint email):

- The International Policy Centre (InternationalPolicyCentre@iucn.org)
- Membership Communications Manager
- Relevant Thematic Centres
- All Regional Directors
- All Regional Programme Coordinators
- The Strategic Partnership Unit
- The Global Communications Unit
- The Executive Board
- IUCN Council
- Post on the Union Portal (in specific section with an Hyperlink)
- Other relevant staff

External Dissemination (non-exhaustive list)

Position papers are disseminated to a variety of external audiences as outlined below. The units identified are **the units responsible** to send out the position paper.

Unless stated otherwise, the position paper will be sent out with a standard cover message (e.g. "IUCN's position paper for *NAME OF POLICY EVENT* taking place *DATES AND LOCATION* is now available online").

! In order to allow tracking the views of IUCN's position papers, these should always be sent out as a link to the position paper on IUCN's website. Do not attach the document itself.

The position paper should be disseminated to external audiences at the most relevant time, when people start to prepare for the meeting. The right timing depends on the audience the position paper aims to influence, and can be somewhere between four weeks and one week before the event. In any case, all external audiences should have received the position paper at least one week before the start of the meeting.

- IUCN Website – Position Papers (**IPC**)
- Membership (States/NGOs/ IPOs) (**Membership Unit**)
- Policy makers
 - Permanent Missions in Geneva (always) (**IPC**)
 - Permanent Missions in New York (if appropriate) (**IPC**)
 - National Focal Points of the relevant policy processes (**author** of the position paper)
 - Personal professional networks (**author, Centre Director, other staff**)
- Donors (**SPU**)
- Press (**GCU**)
- Social media (if relevant) (**GCU**)
- Partners / key people in IOs (**IPC/DGO**)
- Mailing list / newsletters from relevant IUCN Programmes (**author** to suggest to relevant Centres)
- Mail list serves (**author**)



IUCN Council 2021-25

Programme and Policy Committee (PPC)

12th meeting, 23 May 2023 from 09:00 – 13:00 and 14:00-18:00,
IUCN HQ, meeting room: Red List A

PPC OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee approved the agenda, with the addition of the discussion on the Antarctic and the Southern Oceans under the item 3.
2	Recommendations from the Conservation and Human Rights Task Force for Council and update on relevant Resolutions REPORT UNDER C109 AGENDA ITEM 3.3	<p>The Chair of the Task Force shared the progress to date and the recommendations from the TF to PPC and Council.</p> <p><i>(On Resolution 115: Protecting Environmental human and peoples rights defenders and whistle-blowers)</i> The Chair shared the CEESP Policy Matters Publication on Human Rights Defenders, Policy Brief for CBD on Environmental Defenders in the Context of the CBD, WCEL Work, IUCN Member in LAC work on access to information and EEscazu, IUCN SIDA Grants in ORMACC and collaboration with CEESP on Environmental Defenders and CEESP Meeting in Costa Rica to develop work with ORMACC and CEC.</p> <p><i>(on Resolution 119: Doctrine of Discovery, as well as elements of Resolution 002 — Strengthened institutional inclusion concerning indigenous peoples; Resolution 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith- based organization networks; and Resolution 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19.)</i></p> <p>PPC recommends:</p> <ul style="list-style-type: none"> • Council establish a Truth and Reconciliation Working Group in accordance with the proposal submitted, with membership from CEESP, WCEL, and IUCN Members; ○ The working group develop a detailed workplan within 3-6 months to include Council Members, IUCN Members and Commissions representatives with appropriate expertise; ○ The working group integrate IUCN resolutions that are relevant to the renunciation of the Doctrine of Discovery into a comprehensive approach; ○ The IUCN Secretariat and CEESP work together to fundraise for the activities of the working group and associated mechanisms; ○ The Working Group develop an explicit communications strategy; and ○ The Working Group should deliver a report on the implications of the renunciation of the Doctrine of Discovery, which may include the submission of a Council

No	Agenda Item	For information / discussion / decision
		sponsored motion to the next World Conservation Congress
3	<p>(Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces</p> <p>3.1 REPORT UNDER C108 AGENDA ITEM 3.3</p> <p>3.2 REPORTED UNDER C109 AGENDA ITEM 10.2 (PPC report)</p>	<p>Corresponding Task Forces Leads shared the updates on the PPC led Resolutions and proposed recommendations of further implementations.</p> <p>3.1 Resolution 123</p> <p>The PPC:</p> <p>Notes the comments received from the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection of Germany, Deutscher Naturschutzring, Re:wild, and the Wildlife Conservation Society on the process for implementation of 2021 Congress Resolution 123;</p> <p>Endorses the detailed responses to these comments prepared by the PPC’s Resolution 123 Working Group and recommends the draft responses be sent to the aforementioned Members;</p> <p>Welcomes that PPC witnessed the stratified random process to select potential members of the IUCN synthetic biology citizens assembly;</p> <p>Acknowledges further that it was a clear and transparent process;</p> <p>The Programme and Policy Committee recommends that:</p> <ul style="list-style-type: none"> • Council approves the “Terms of Reference for bodies involved in implementation of IUCN Resolution 123 (Marseille, 2020) - Towards development of an IUCN policy on synthetic biology in relation to nature conservation” and the “Process for the implementation of 2021 Congress Resolution 123 (Marseille, 2021) - Towards development of an IUCN policy on synthetic biology in relation to nature conservation” approved by Council Decision C108/2 (November 2022), as revised in response to feedback received from IUCN Members; and • Council agrees that this is a novel and transparent process, and looks forward to the outcomes and next steps. <p>3.2 PPC Task Force on Antarctica and the Southern Ocean</p> <p>The Programme and Policy Committee discussed gaps in IUCN engagement with issues around conservation in Antarctica and the Southern Ocean, and recommends to Council the establishment of the PPC Task Force on Antarctica and the Southern Ocean, to provide a draft report to PPC before Council 110, with the following ToR:</p> <ol style="list-style-type: none"> 1. Review and update the strategy for IUCN’s Programme and Policy on Antarctic Issues (especially taking into consideration relevant IUCN resolutions, recent policy developments including the Kunming-Montreal Global Biodiversity Framework and IUCN’s programme of work) for action now and that can act as an input to the 2025- 2029 intersessional programme; and 2. Develop a plan that outlines a sustainable means of implementation including options for fundraising and capacity

No	Agenda Item	For information / discussion / decision
		development, aiming to elevate IUCN's engagement with and influence of relevant policy fora.
4	Updates by the Private Sector Task Force REPORT UNDER C109 AGENDA ITEM 10.2	<p>The Programme and Policy Committee reviewed and recommends for Council approval <i>the Oversight Mechanism of the IUCN Operational Framework for Engagement with the Oil and Gas Sector</i>.</p> <ul style="list-style-type: none"> • On this basis, and on the basis of the recommendation of the PPC Private Sector Task Force, PPC agrees that the proposed collaborative agreement with TotalEnergies aligns with the seven key conditions described in the Operational Framework for Oil and Gas engagement and agrees that the Secretariat may proceed in its establishment, reporting back biannually to PSTF as per the oversight mechanism. • Furthermore, on this basis and on the basis of the recommendation of the PPC Private Sector Task Force, PPC agrees that the renewal of the collaborative agreement with Shell PLC aligns with the seven key conditions described in the Operational Framework for Oil and Gas engagement and agrees that the Secretariat may proceed in its establishment, reporting back biannually to PSTF as per the oversight mechanism. • PPC recommends establishment of a clear communications strategy that addresses reputational risks associated with these engagements. This strategy should clarify what the terms of engagement mean and what they do not mean, vis a vis alignment with the Operational Framework. • The Chair of PPC issues a further invitation to IUCN Councillors to join the PSTF.
5	IUCN Knowledge Products Strategy Roadmap REPORT UNDER C109 AGENDA ITEM 6	<p>PPC welcomes the revision and modifications to the KP Strategy Roadmap and recommends Council:</p> <ul style="list-style-type: none"> - endorses the Knowledge Products roadmap, as part of the process to develop a comprehensive Knowledge Management strategy; - requests that this feeds into the development of an IUCN vision and strategy for Knowledge Management; - requests the Secretariat to ensure that the development of this strategy includes a bottom-up process that consults with Members, Council, and Commissions; and - encourages the 20-year Strategic Vision (WCC 2020 Dec 147) to take account of the Knowledge Products roadmap, as well as the Knowledge Management vision and strategy.
6	IUCN Academy Strategy REPORT UNDER C109 AGENDA ITEM 6	<p>PPC thanks the IUCN Academy Director and her team for the presentation, and for the progress in development of the draft IUCN Academy Strategy, including the incorporation of comments from Commissions and Council.</p> <p>PPC recommends that Council:</p>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> • Establish an Academy Advisory Board be set up as priority as outlined in the draft strategy and that it proactively engages with all IUCN Commissions; • Request the Advisory Board and Secretariat to undertake a legal review, working with WCEL that addresses intellectual property issues relevant to the Academy; • Request the Advisory Board, working with the Secretariat, to review the name of the Academy to clarify that this is not meant to compete with existing universities and other established higher education institutions; • Requests the Secretariat to <ul style="list-style-type: none"> ○ develop a business plan for the Academy, working with the Advisory Board; ○ develop an updated strategy to be reviewed by PPC and submitted to Bureau for its approval, preferably before the end of July. <p>PPC also recommends that Council decide to allow the Academy to proceed with not-for-fee training courses, consulting in advance with the Advisory Board, and that the conditions for offering fee-based training is proposed jointly by the Secretariat and Advisory Board over the coming months.</p>
7	<p>Jeju Leaders Forum and GEF Review</p> <p>REPORT UNDER C109 AGENDA ITEM 10.2</p>	<p>PPC notes and welcomes the external review of the Jeju Leaders Forum.</p> <p>PPC notes that organisation of the 2023 Leaders Forum is now well advanced, and recommends that Council have a much more proactive oversight role in any future Leaders Fora, including working to ensure such fora contribute strategically to the IUCN programme and mission.</p> <p>The Secretariat is requested to bring proposals, for a 2024 Leaders Forum to PPC prior to Council 110.</p> <p>In addition, PPC acknowledges and appreciates the work of the Secretariat on GEF engagement and the external review. PPC members expressed the wish to be updated periodically on the progress on addressing the issues highlighted in the evaluation, given it has highlighted the need for broader alignment of IUCN's strategy and performance.</p>
8	<p>International Positioning</p> <p>REPORT UNDER C109 AGENDA ITEM 3.5</p>	<p>The PCC appreciates the presentation on international positioning from the Secretariat, and the increased collaboration it reflects, and commends the great work done;</p> <p>PPC further endorses the full-time Secretariat position based in New York for the IUCN role as Permanent Observer to the United Nations, and looks forward to the completion of the selection process;</p>

No	Agenda Item	For information / discussion / decision
9	Motions for Congress REPORT UNDER C109 AGENDA ITEM 10.2 (For info)	PPC initiated a process to identify policy gaps in existing IUCN resolutions, that would benefit from submission of motions from Council for consideration at the next World Conservation Congress. PPC will discuss this further and provide a list of such potential motions to Council 110. The preliminary list of possible topics is: Biodiversity Credits; Conservations' Human Rights Legacy; Measurement of conservation outcomes; biodiversity finance; water and climate change resilience; and geoengineering.
10	Policy Overseer Procedure (2010) REPORT UNDER C109 AGENDA ITEM 10.2 (For info)	PPC will review the 2010 Policy Overseer Procedure and report back, bring any amendments to Council 110. PPC recommends Council to approve the IUCN Procedures for Engaging in International Policy Meetings
11	(Re)Confirmation of the rules for intervention or lobbying letters and the use of the IUCN logo in conjunction with the logo of other constituent parts of IUCN REPORT UNDER C109 AGENDA ITEM 7	PPC recommends the Commissions work with the Secretariat Commission Support Unit to propose an update/revision of the guidance on the use of the IUCN Logo by constituent part of the Union. This should include ensuring clarity that any Group of an IUCN Commission clearly identify that any correspondence, recommendation, or representation is on behalf of the respective Group and not all of IUCN.
12	Strategic discussion	PPC members shared the opinions on the strategic topics including the vision and mission of IUCN, priorities and programme, 20-year Strategy, IUCN role at global level, membership engagement, etc. PPC recommends Council to revisit these critical topics and provide guidance for actions.
13	Any other business pending for the next PPC meetings REPORTED UNDER C109 AGENDA ITEM 10.2 (PPC report)	The Programme and Policy Committee nominates Lolita Gobbons-Decherong as the IUCN Council Global Focal Person-Ocean.

PPC participants (13)

- Sue Lieberman (Chair)
- Angela Andrade
- Brian Child
- Peter Michael Cochrane
- Hilde Eggermont
- Lolita Gibbons-Decherong
- Kazuaki Hoshino
- Vilmos Kiszal
- Hasna Moudud
- Madhu Rao
- Sean Southey
- Bibiana Sucre
- Kristen Walker Painemilla

Invitees (3)

- Cathy Yitong Li, Deputy Chair- CCC
- Margaret Otieno, Deputy Chair of

CEC

- Jon Paul Rodriguez, Chair of SSC

Secretariat (13):

- Stewart Maginnis, DDG Programme
- Sonia Peña Moreno, Director, International Policy Centre
- Qiulin Liu, Junior Professional Officer, support Stewart
- Louise Imbsen, Governance Unit
- Radhika Murti, Director, IUCN Centre for Society and Governance (item 2)
- Thomas Brooks, Chief Scientist (item 3)
- Martin Sneary, Head of EIT, IUCN Centre for Economy and Finance (item 4)
- Stephen Edwards, Senior Programme Officer, IUCN Centre for Economy and Finance (item 4)
- Valérie D'hoedt Meyer, Director, IUCN Academy (item 6)
- Marc Magaud, Head of Global Convenings and Events (item 7)
- Antoine Ouellet-Drouin, Head, Programme Performance, Monitoring and Evaluation (item 7)
- Clarissa Van Heerden, Head of Oversight (item 7)
- Sébastien Delahaye, Director, Multilateral Finance Unit (item 7)