



113th Meeting of the IUCN Council

Held in person in Gland, Switzerland from 7-9 May 2025

DECISIONS

Dec. #	Council Decision
Agenda (Agenda Item 1)	
C113/1	The IUCN Council, <u>Adopts</u> the Agenda of its 113 th Meeting, as revised. (<u>Annexe 1</u>)
Director General's Strategic Objectives 2025 (Agenda Item 2)	
C113/2	The IUCN Council, <u>Approves</u> the Director General's Strategic Objectives 2025. (<u>Annexe 2</u>)
IUCN 2024 Annual Report (Agenda Item 2)	
C113/3	The IUCN Council, <i>On the proposal of</i> the Director General, <u>Approves</u> the IUCN 2024 Annual Report .
Draft IUCN Programme 2026-29 (Agenda Item 4)	
C113/4	The IUCN Council, <i>On the recommendation of</i> the Programme and Policy Committee; <u>Approves</u> the draft IUCN Programme 2026-2029, as revised, as a Congress document for consideration and adoption by IUCN Members at the forthcoming World Conservation Congress 2025. (<u>Annexe 3</u>)
Draft Mandates of the Commissions 2026-29 (Agenda Item 5)	
C113/5	The IUCN Council, <u>Approves</u> the draft mandates 2026-2029 of the following Commissions for the purpose of submitting them for adoption to the IUCN World Conservation Congress 2025: 1. Climate Crisis Commission¹ (<u>Annexe 28</u>) 2. Commission on Ecosystem Management (<u>Annexe 4</u>) 3. Commission on Education and Communication (<u>Annexe 5</u>) 4. Commission on Environmental, Economic and Social Policy (<u>Annexe 6</u>) 5. Species Survival Commission (<u>Annexe 7</u>) 6. World Commission on Environmental Law (<u>Annexe 8</u>) 7. World Commission on Protected Areas. (<u>Annexe 9</u>)
Appointment of members of Steering Committees of IUCN Commissions (Agenda Item 5)	
C113/6	The IUCN Council,

¹ The Draft Mandate 2026-2029 of the Climate Crisis Commission was approved by the IUCN Council by email correspondence on 4 June 2025

	<i>On the proposal of</i> the Chair of the Species Survival Commission (SSC), <u>Appoints</u> Ms Vicky Wilkins as a member of the Steering Committee of SSC in her capacity as Co-Chair of the Invertebrate Conservation Committee (ICC).
Governance reforms (Agenda item 6)	
C113/7	The IUCN Council, <i>On the recommendation of</i> its Governance and Constituency Committee, 1. <u>Approves</u> the following proposed amendments to the Statutes and Regulations (Annexe 10) for the purpose of submitting them to the IUCN World Conservation Congress 2025 for adoption: 1. Adapting the objectives of IUCN (Articles 2 and 3 of the Statutes) in line with the proposed IUCN 20-year Strategic Vision, if approved by Congress; 2. Strengthening the alignment of IUCN Statutes with Swiss law (Articles 20 and 107 of the Statutes); 3. Clarifying the nomination and election procedures (Article 46 of the Statutes, Rule 75bis and Regulations 28, 30, 30bis and 40) 2. <u>Requests</u> the Bureau of the IUCN Council to consider and take a decision on the proposed amendments to Regulations 39 and 40bis² taking into account the comments made by Council members during Council meeting C113; 3. <u>Endorses</u> GCC's guidance³ on: A. The role of the Private Sector in IUCN B. Implementing more effectively the existing rules concerning Members acting inconsistent with the objectives of IUCN C. Implementing more effectively the existing rules concerning the annual reports of National, Regional and Interregional Committees. 4. <u>Decides</u> to approve in first reading the proposed amendments to Regulation 94 institutionalizing intersessional electronic votes of IUCN Members, consult the IUCN Members in accordance with Articles 101-103 and to recommend the next Council 2025-2029 to adopt the proposed amendment in second reading. (Annexe 11)
Improvements to the motions process (Agenda Item 6)	
C113/8	The IUCN Council, <i>On the proposal of</i> its Governance and Constituency Committee, acting upon the request of the Chair of the 2021 Members' Assembly and taking into account the Council's guidance for the online motions process (Council decision C111/14, May 2024), 1. <u>Approves</u> the amendments to the Rules of Procedure for the purpose of submitting them to the 2025 Congress for adoption during its 1st sitting with immediate effect; (Annexe 12) 2. <u>Approves</u> the <i>Draft Terms of Reference of the 2025 Congress Resolutions Committee</i> (Annexe 13) including, in particular, provisions to enhance the transparency of the motions process in response to IUCN Members' requests during the 2021 Congress; 3. <u>Approves</u>, with the same purpose, revisions to the: a. <i>Draft Terms of Reference of the 2025 Congress Steering Committee</i> (Annexe 14) approved by Council (Annex 7 to Council decision C111/5, May 2024);

² Cf. Proposal 9 in Document C113/6.1/1 rev1

³ Cf. Proposals 4, 5 and 7 in Document C113/6.1/1 rev1

	b. <i>ToR of the Motions Working Group</i> approved by Council (Annex 10 to Council decision C109/30, May 2023) for the purpose of recommending the next Council 2026-29 to include these revisions in the ToR of the Motions Working Group. (Annexe 15) 4. <u>Approves</u> the draft 2025 Congress decision. (Annexe 16) 5. <u>Decides</u> to submit to the Congress for discussion and decision a set of proposed amendments to Rule 54 pertaining to the criteria for accepting motions effective at the end of the 2025 Congress, if adopted. (Annexe 17)
Truth and reconciliation (Agenda item 6)	
C113/9	The IUCN Council, <i>On the recommendation of</i> its Policy and Programme Committee (PPC), <u>Welcomes</u> the preliminary research paper “<i>Acknowledging the Past, Envisioning the Future: IUCN, Conservation and the Doctrine of Discovery</i>”⁴, <u>Requests</u> the Commission on Environmental, Economic and Social Policy (CEESP), in consultation with the World Commission on Protected Areas (WCPA) and the members of the Task Force on Conservation and Human Rights of the Council’s Programme and Policy Committee, to submit recommendations on the future direction of IUCN’s approach to truth and reconciliation in line with 2021 Congress Resolution 119 in preparation for Congress in 2025 and beyond.
Nominations for President, Treasurer and Commission Chairs (Agenda Item 7)	
C113/10	The IUCN Council, <u>Nominates</u> the following individuals as candidates for election as President; Treasurer and Commission Chairs: • Razan AL MUBARAK for election as President of IUCN; • Nihal WELIKALA and Blathnaid BYRNE and for election as Treasurer of IUCN; • For election as Commission Chairs: - Climate Crisis Commission: Brendan Mackey and Manuel Pulgar Vidal - Commission on Ecosystem Management: Liette Vasseur - Commission on Education and Communication: Margaret Otieno and Vasanti Rao - Commission on Environmental, Economic and Social Policy: Ernesto Herrera Guerra and Melanie Zurba - Species Survival Commission: Vivek Menon - World Commission on Environmental Law: Chistina Voigt - World Commission on Protected Areas: Madhu Rao
Amendments to the Regulations (Agenda Item 8)	
C113/11	The IUCN Council, <i>On the recommendation of</i> its Governance and Constituency Committee (GCC), <u>Adopts</u>, in second and final reading, the proposed amendments to Regulations 72 and 75 reforming the Commission membership renewal process approved by Council in first reading in November 2024 (Decision C112/4). (Annexe 18) <i>Taking into account</i> the feedback from IUCN Members, <u>Encourages</u> the Commission Chairs to coordinate in order to ensure memberships are treated as consistently as possible across Commissions as well as continue to

⁴ Council document C113/6.2/1

	strive for diverse and inclusive memberships.
Draft Agenda of the IUCN World Conservation Congress 2025	
C113/12	The IUCN Council, <i>On the recommendation of the Congress Preparatory Committee,</i> <u>Approves</u> the Draft Agenda and time schedule of the IUCN World Conservation Congress 2025. (Annexe 19)
Observers to the 2025 Congress (Agenda Item 9)	
C113/13	The IUCN Council, <i>On the recommendation of the 2025 Congress Preparatory Committee,</i> <u>Decides</u> that: 1. Organizations with formal working relationships with IUCN as of 31 July 2025 will be informed via the IUCN Congress Website about the possibility to declare their interest in attending the World Congress as observers by 31 August 2025. 2. The Council will review each request and decide on acceptance on a case-by-case basis. 3. Once accepted by the Council, the Secretariat will provide access to the electronic system, enabling those observers to exercise their right to speak at the World Congress, provided they complete the accreditation process.
Procedure and Code of Conduct for Contact Groups (Agenda Item 9)	
C113/14	The IUCN Council, <i>On the recommendation of the Motions Working Group,</i> <u>Approves</u> the <i>Procedure and Code of Conduct for Contact Groups</i> taking place in connection with the World Conservation Congress 2025. (Annexe 20)
2024 Audited Financial Statements (Agenda Item 10.2)	
C113/15	The IUCN Council, <i>On the proposal of the Director General,</i> <i>On the recommendation of the Finance and Audit Committee (FAC),</i> <u>Approves</u> the 2024 Audited Financial Statements , noting that final approval rests with the IUCN World Conservation Congress 2025.
Appointment of the External Auditors (Agenda Item 10.2)	
C113/16	The IUCN Council, <i>On the recommendation of the Finance and Audit Committee,</i> <u>Recommends</u> Deloitte as external auditors for the period 2026-2029, and <u>Puts forward</u> a motion to the IUCN World Conservation Congress 2025 for Members to appoint Deloitte as the External Auditors of IUCN for the period 2026-2029.
Financial Plan 2026-2029 (Agenda Item 10.2)	
C113/17	The IUCN Council, <u>Endorses</u> the quadrennial Financial Plan 2026-2029, noting that final approval rests with Congress, and

	<u>Puts forward</u> a motion to the IUCN World Conservation Congress 2025 to consider approving the quadrennial Plan 2026-2029. (<u>Annexe 21</u>)
Membership Dues Guide (Agenda Item 10.2)	
C113/18	The IUCN Council, <i>Based on the recommendation from</i> its Governance and Constituency Committee and Finance and Audit Committee, following the proposal from the Council Working Group on Membership Dues, 1. <u>Approves</u> the proposal for the IUCN Membership Dues Guide for dues from 2026; (<u>Annexe 22</u>) 2. <u>Submits</u> the proposal for the IUCN Membership Dues Guide to the IUCN World Conservation Congress 2025 for approval, according to Article 20(f) of IUCN Statutes.
Updated set of Criteria and Indicators for the IUCN Global Standard for Nature-based Solutions (Agenda Item 10.3)	
C113/19	The IUCN Council, <i>On the recommendation of</i> the Programme and Policy Committee. <u>Adopts</u> the updated set of Criteria and Indicators for the IUCN Global Standard for Nature-based Solutions; (<u>Annexe 23</u>) <u>Requests</u> the IUCN Secretariat and the Commission on Ecosystem Management to develop and disseminate detailed guidelines for the interpretation and recognition of the application of the Standard within different geographic and sectoral contexts; <u>Mandates</u> the International Standard Committee (as established by the Director General) to oversee and endorse any geographic or sectoral interpretation for the application of the Standard.
Draft IUCN Council Private Sector Engagement Strategy (Agenda Item 10.3)	
C113/20	The IUCN Council, <i>On the recommendation of</i> the Programme and Policy Committee, <u>Endorses</u> the draft strategy as a Draft IUCN Council Private Sector Engagement Strategy; (<u>Annexe 24</u>) <u>Suggests</u> to the next Council 2026-29 that it consider establishing a Council Working Group on Private Sector Engagement with a mandate to consult with Members and Commission members on the draft and, taking their comments into account, continue the development of an IUCN-wide Private Sector Engagement Strategy to help guide the implementation of relevant elements of the IUCN Programme 2026-29; <u>Suggests</u> that the new Council continue discussion and consultation on possible private sector membership of IUCN.
Quality assurance in the IUCN Publications Process (Agenda Item 10.3)	
C113/21	The IUCN Council, <i>On the recommendation of</i> the Programme and Policy Committee. <u>Requests</u> the Director General to establish a joint Commission-Secretariat Working Group to: • Review the existing processes and policies to facilitate quality assurance while maintaining agility • Extend the quality assurance processes to a wider range of IUCN publications • Develop a Publications typology to better guide decision-making and quality control

	Identify opportunities to increase resource flow to the publications process.																																											
Action Plan to support the work of the National, Regional and Interregional Committees (Implementation of 2021 Congress Decision 145) (Agenda Item 10.4)																																												
C113/22	The IUCN Council, <i>On the recommendation of its Governance and Constituency Committee (GCC), following the proposal from the GCC Task Force on 2021 Congress Decision 145,</i> <u>Approves</u> the amendments to the <i>Operational Guide for National and Regional Committees</i>; (Annexe 25) <u>Approves</u> the <i>Draft Action Plan for the Implementation of 2021 Congress Decision 145</i> and <u>requests</u> GCC to oversee its implementation; (Annexe 26) <u>Requests</u> the next IUCN Council 2026-2029 to continue the work of developing and overseeing the implementation of the action plan.																																											
Membership applications, membership category changes and Member name changes (Agenda Item 10.4)																																												
C113/23	The IUCN Council, <i>On the recommendation of the Governance and Constituency Committee (GCC),</i> <u>Approves</u> the admission of thirty-nine (39) Members; (Annexe 27) <u>Approves</u> the change of category of the following two (2) IUCN Members: <table><tr><th>Member ID</th><th>Name</th><th>Country</th><th>Current category</th><th>Requested new category</th></tr><tr><td>AF/192</td><td>National Wildlife Federation</td><td>USA</td><td>AF</td><td>NG</td></tr><tr><td>AF/26528</td><td>Ocean Conservancy</td><td>USA</td><td>AF</td><td>NG</td></tr></table> 3. <u>Takes note</u> of the name change of the following six (6) IUCN Members: <table><tr><th>Member ID</th><th>Previous name</th><th>New name</th><th>Country</th></tr><tr><td>NG/573</td><td>Fondation François Sommer-Fondation Internationale pour la Gestion de la Faune</td><td>François Sommer Foundation (Fondation François Sommer) <i>Name updated following internal structural changes</i></td><td>France</td></tr><tr><td>NG/25530</td><td>Aegean and Marmara Union of Environmental Municipalities</td><td>Union of Environmental Municipalities (Çevreci Belediyeler Birliği) <i>Name updated following internal organisation changes</i></td><td>Turkey</td></tr><tr><td>AF/25085</td><td>Julie Ann Wrigley Global Institute of Sustainability</td><td>Julie Ann Wrigley Global Institute of Sustainability and Innovation <i>Name updated following internal structural changes</i></td><td>USA</td></tr><tr><td>GA/24771</td><td>Ministry of Economy and Sustainable Development</td><td>Ministry of Environmental Protection and Green Transition (Ministarstvo zaštite okoliša i zelene tranzicije) <i>Name updated following internal structural changes</i></td><td>Croatia</td></tr><tr><td>ST/111</td><td>Ministry of Agriculture, Nature and Food Quality</td><td>Ministry of Agriculture, Fisheries, Food Security and Nature (Ministerie van Landbouw, Visserij, Voedselzekerheid en Natuur) <i>Name updated following changes in government structure</i></td><td>The Netherlands</td></tr><tr><td>ST/209</td><td>Ministry of Natural Resources and Environment, Viet Nam</td><td>Ministry of Agriculture and Environment <i>Name updated due to the decision of the government to merge the two</i></td><td>Vietnam</td></tr></table>	Member ID	Name	Country	Current category	Requested new category	AF/192	National Wildlife Federation	USA	AF	NG	AF/26528	Ocean Conservancy	USA	AF	NG	Member ID	Previous name	New name	Country	NG/573	Fondation François Sommer-Fondation Internationale pour la Gestion de la Faune	François Sommer Foundation (Fondation François Sommer) <i>Name updated following internal structural changes</i>	France	NG/25530	Aegean and Marmara Union of Environmental Municipalities	Union of Environmental Municipalities (Çevreci Belediyeler Birliği) <i>Name updated following internal organisation changes</i>	Turkey	AF/25085	Julie Ann Wrigley Global Institute of Sustainability	Julie Ann Wrigley Global Institute of Sustainability and Innovation <i>Name updated following internal structural changes</i>	USA	GA/24771	Ministry of Economy and Sustainable Development	Ministry of Environmental Protection and Green Transition (Ministarstvo zaštite okoliša i zelene tranzicije) <i>Name updated following internal structural changes</i>	Croatia	ST/111	Ministry of Agriculture, Nature and Food Quality	Ministry of Agriculture, Fisheries, Food Security and Nature (Ministerie van Landbouw, Visserij, Voedselzekerheid en Natuur) <i>Name updated following changes in government structure</i>	The Netherlands	ST/209	Ministry of Natural Resources and Environment, Viet Nam	Ministry of Agriculture and Environment <i>Name updated due to the decision of the government to merge the two</i>	Vietnam
Member ID	Name	Country	Current category	Requested new category																																								
AF/192	National Wildlife Federation	USA	AF	NG																																								
AF/26528	Ocean Conservancy	USA	AF	NG																																								
Member ID	Previous name	New name	Country																																									
NG/573	Fondation François Sommer-Fondation Internationale pour la Gestion de la Faune	François Sommer Foundation (Fondation François Sommer) <i>Name updated following internal structural changes</i>	France																																									
NG/25530	Aegean and Marmara Union of Environmental Municipalities	Union of Environmental Municipalities (Çevreci Belediyeler Birliği) <i>Name updated following internal organisation changes</i>	Turkey																																									
AF/25085	Julie Ann Wrigley Global Institute of Sustainability	Julie Ann Wrigley Global Institute of Sustainability and Innovation <i>Name updated following internal structural changes</i>	USA																																									
GA/24771	Ministry of Economy and Sustainable Development	Ministry of Environmental Protection and Green Transition (Ministarstvo zaštite okoliša i zelene tranzicije) <i>Name updated following internal structural changes</i>	Croatia																																									
ST/111	Ministry of Agriculture, Nature and Food Quality	Ministry of Agriculture, Fisheries, Food Security and Nature (Ministerie van Landbouw, Visserij, Voedselzekerheid en Natuur) <i>Name updated following changes in government structure</i>	The Netherlands																																									
ST/209	Ministry of Natural Resources and Environment, Viet Nam	Ministry of Agriculture and Environment <i>Name updated due to the decision of the government to merge the two</i>	Vietnam																																									

		ministries (MONRE-MARD)	
Recognition of a National Committee (Agenda Item 10.4)			
C113/24	The IUCN Council, <i>On the recommendation of</i> its Governance and Constituency Committee (GCC), <u>Approves</u> the recognition of the National Committee of Egypt.		
Amendment to Regulation 85 concerning the Legal Adviser (Agenda Item 10.4)			
C113/25	The IUCN Council, <i>On the recommendation of</i> its Governance and Constituency Committee, <u>Decides</u> to: 1. approve, in first reading, the following amendment to Regulation 85: Add the following sentence at the end: <i>“The Council may, as necessary and appropriate, request independent legal advice, for example from the World Commission on Environmental Law, while providing adequate remuneration.”</i> 2. table it for approval in second reading at an ordinary meeting of the IUCN Council if convened virtually before the 2025 Congress, after consultation with IUCN Members as required by Article 101-103 of the Statutes.		

4 June 2025

113th Meeting of the IUCN Council (C113)

in-person, 7-9 May 2025, IUCN Conservation Centre, Gland, Switzerland

Agenda

(approved by the IUCN Council on 8 May 2025, Decision C113/1)

A colour indicates for each agenda item which role Council is exercising under Article 37 of the Statutes:

Oversight	Strategic	Fiduciary
-----------	-----------	-----------

Wednesday 7 May 2025	
	Meetings of the standing committees of the IUCN Council (GCC, PPC and FAC) In accordance with the <i>Procedure for dealing with Letters received from IUCN Members</i> , the standing committees will consider and, as part of their report to Council under Agenda Item 10, make recommendations concerning the response to any such letters received by 16 April 2025, in particular those with comments on the draft agenda of C113.
Thursday 8 May 2025	
1	Approval of the agenda
2	Report of the Director General The DG will present: - 2.1 her report to Council on achievements against the DG's Strategic Objectives 2024 - 2.2 her Strategic Objectives 2025 FOR APPROVAL - 2.3 the IUCN 2024 Annual Report FOR APPROVAL (<i>following a round of comments from Council members by email in w/c 14 April</i>)
3	20-year Strategic Vision for IUCN Presentation of the Steering Committee's (SC) final draft of the 20-year Strategic Vision <i>Unite for Nature' on the path to 2045 - a 20-year Strategic Vision for the Union</i> incl. the Financial Strategy (Annex 3) which will need to be distributed to IUCN Members as a Congress document at the latest by 9 July 2025.
4	IUCN Programme 2026-29 Review of the final draft IUCN Programme 2026-29 recommended by PPC for the purpose of approving it for distribution to IUCN Members as a Congress document at the latest by 9 July 2025.
5	IUCN Commissions: 5.1 Updates from the Commissions Following the last cycle of annual reports at C112 in January 2025, it is proposed that, at C113, each Commission Chair provides a brief verbal update on activities (5') and presents the draft mandate 2026-29 of her/his Commission (5'), followed by Council discussion and approval of the draft mandates (45'). The draft mandates will need to be published as Congress documents at the latest by 9 July 2025.

	5.2 <u>Draft Mandates of the Commissions for 2026-29</u> According to Article 74 of the Statutes, the Commission mandates “<i>shall be within the IUCN Programme</i>”. 5.3 <u>Appointment of members of Steering Committees of IUCN Commissions</u>
6	Council’s strategic priorities & objectives 2022-25 ¹ <i>Purpose is to take stock of what has so far been achieved on each of the Council priorities 2022-25 and provide guidance/direction for what is still to be achieved before the Congress (9-15 October 2025)</i> 6.1 <u>Governance reforms</u> Recommendations from GCC on statutory reform incl. draft Council motions to Congress to amend the Statutes and/or Rules of Procedure, which will need to be distributed as Congress documents by 9 July 2025. 6.2 <u>Resolutions</u> Update from PPC and GCC on progress with the implementation of Resolutions requiring action from Council, incl. presentation of proposals ready for Council decision. (<i>Note: the Action Plan implementing 2021 Congress Decision 145 will be included in the GCC report under agenda item 10.4.3</i>) 6.3 <u>International Positioning</u> Update on participation / positioning in major intergovernmental policy events since C112 and follow-up to Council decision C111/11 (May 2024) requesting the development of a draft IUCN intergovernmental policy strategy.
7	In camera meeting: Nominations 7.1 <u>Council’s nominations for President, Treasurer and Commission Chairs</u> Based on recommendations from Council’s Nominations Committee 7.2 <u>Election Officer’s update</u> 7.3 <u>Lessons learnt and recommendations for the next Council</u> Based on recommendations, if any, from Council’s Nominations Committee and the Election Officer

Friday 9 May 2025

7	Nominations (continued) Announcement (for the record) of the decisions of the meeting of the Council held in camera on 8 May 2025.
8	Amendments to the IUCN Regulations Second reading of the draft amendments to Regulations 72 and 75 modifying the Commission membership renewal process (approved in first reading in November 2024, decision C112/4) taking into account the recommendations of GCC and any feedback received from IUCN Members (Articles 101-102 of the Statutes), for the purpose of

¹ Except: 1) The [20-year Strategic Vision](#) which will have been dealt with under agenda item 2; and 2) the [Membership value proposition](#). The membership model analysis is complete and was reported at C112 in Antigua. Actions for Secretariat to improve the member value proposition are being taken forward. Should GCC wish to consider new membership categories, it should present its recommendations as part of its report to Council.

	approving the amendments with immediate effect. The Commission Chairs may wish to report on progress with the implementation of paragraph 3 of decision C112/4. ²
9	IUCN World Conservation Congress 2025 9.1 <u>Update from the Congress Preparatory Committee (CPC)</u> with any recommendations requiring Council decision. This will include, among others: 9.1.1 Draft Congress Agenda FOR APPROVAL 9.1.2 Update on the membership of Congress Committees (Council decision C111/5, Annex 8) 9.2 <u>Update from the Motions Working Group on the motions process</u> incl. among others: 9.2.1 ToR of the Congress Resolutions Committee FOR APPROVAL on a recommendation of the MWG taking into account lessons learnt from the online motions process and GCC's proposals to amend the Congress Rules of Procedure to increase transparency of the motions process during Congress (the proposed draft ToR of the Resolutions Committee is included in document C113/6.1/2 <i>Proposals from GCC's Task Force on improving the motions process prepared</i>) 9.2.2 Revised Procedure and Code of Conduct of Contact Groups of the 2025 Congress FOR APPROVAL 9.3 <u>Council's Report to Congress</u> Process and Council guidance for the preparation of Council's report to Congress which will should be finalized in time for distribution in the three official languages end of July/ beginning of August 2025.
10	Reports of the Council's Standing Committees Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items. 10.1 <u>Letters received from IUCN Members in response to the invitation to comment on the draft agenda C113</u> 10.2 <u>Report of the Finance and Audit Committee (FAC)</u> The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meeting scheduled for 7 May 2025 The report will include among others: 10.2.1 Audited financial statements 2024 FOR APPROVAL 10.2.2 Treasurer's Report 10.2.3 Financial Plan 2026-29 FOR APPROVAL 10.2.4 Appointment of external auditors 2026-29 FOR APPROVAL 10.2.5 Dues Guide FOR APPROVAL taking into account recommendations of FAC, GCC and Council's Dues Working Group (<i>document expected for 1 May 2025</i>) 10.2.6 Other business 10.3 <u>Report of the Programme and Policy Committee (PPC)</u> The Chair of PPC will present the committee's recommendations to Council based on the Outcomes of its meeting scheduled for 7 May 2025 (PPC30). 10.4 <u>Report of Governance and Constituency Committee (GCC)</u>

² (Decision C112/4) The IUCN Council [...] requests the Chairs of the Commissions to:

- a. prescribe in the bylaws of their respective Commission, before the 2025 Congress, the process and conditions of appointment to and removal from the Commissions' membership and any delegation of this responsibility within their respective Commission, as required by Regulations 72 and 75 as revised and adopted in second reading; and
- b. ensure that the criteria for removal of Commission members are clear, uniform across all Commissions, non-discriminatory and promote diversity and that provision is made for removing Commission members that are deceased or whose condition is such that they are unable to resign from the Commission.

	The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meeting GCC19 held on 16 April and the meeting of GCC20 scheduled for 7 May 2025. The report will include among others: 10.4.1 Membership applications, membership category changes and Member name changes FOR APPROVAL 10.4.2 Laureates for Honorary Membership and Phillips Medal FOR APPROVAL 10.4.3 Action plan to implement 2021 Congress Decision 145 10.4.4 Other business
11	Any other business Decide whether a virtual Council meeting will be necessary before Congress



2025 DIRECTOR GENERAL'S STRATEGIC OBJECTIVES

This document presents the Director General's (DG) Strategic Objectives for 2025, and related performance indicators. These Strategic Objectives consider that 2025 is both a Congress year and a 'bridge' year between quadrennial Programmes. They are prepared in line with:

- IUCN Workplan, approved by Council;
- One Programme Charter;
- Council Handbook, Annex 2, relating to annual Secretariat reports to Council;
- Congress Resolutions;
- IUCN External Reviews.

In 2025, the DG will focus on six high-level priorities structured according to the **six core areas** established in the IUCN Council Handbook for the performance objectives of the DG. The 2025 World Conservation Congress is included as a specific deliverable in core area 1. to reflect the Secretariat and Council's effort to deliver this milestone event.

1. Strategic Leadership in Conservation
2. Fundraising and Financial Management
3. Operational and Change Management
4. Programme Management
5. External Liaisons and Public Image
6. Human Resources Management

1. Strategic Leadership in Conservation

Outcome Statement: The Union engages in setting global policy priorities and IUCN's influence on the global stage is strengthened.

Key deliverables	Key Performance Indicators
Successfully delivered 2025 IUCN World Conservation Congress	Exhibition space is sold out by 1 October
	Registered onsite participants surpass 6,000 by 1 October
	Registered online participants surpass 400 by 8 October
	The overall balance of high-level panels is achieved
	All statutory milestones are met in relation to the Members Assembly
	Participant satisfaction survey completed AND at least 75% of surveyed participants consider that "the Congress was a worthwhile investment of time and resources"
	Financial milestones are met, as well as the IUCN fundraising target, by 15 October

Key deliverables	Key Performance Indicators
Draft 20-year Strategic Vision for the Union ready for adoption	1 draft document finalised by the Steering Committee, endorsed by Council and submitted for adoption at IUCN Congress
Draft 2026-2029 IUCN Programme ready for adoption	1 draft document finalised with Joint Working Group, endorsed by Council and submitted for adoption at IUCN Congress
Coordinated policy engagements, in preparation for major UN and other environmental events, in consultation with Commissions and Council, and with documented achievements	5 succinct position papers published for prioritised policy processes in 2025
	100% of position papers consulted with Commissions
	At least 4 international events where IUCN policy positions, tools and standards are promoted
	Mission reports describing IUCN's key policy achievements after each major policy event in 2025
Strong profiling of ocean issues as a key international policy priority, and of glacier and freshwater issues of critical concern for the Union	4 regional capacity building workshops AND 2 global policy working group meetings to support ratification and implementation of the BBNJ Treaty
	At least 3 IUCN State Members directly supported with ratification of the BBNJ Treaty
	A new Glaciers initiative involving IUCN State Members is launched at Congress
	IUCN Freshwater Biodiversity Strategy finalised and launched at the IUCN Congress AND Programme of Work finalised for the Strategy's implementation that brings together Union constituents
Further development and promotion of IUCN's science-based tools, standards and flagship products, co-created with Commissions and partners	At least 2 updates to the Red List of Threatened Species
	Red List of Ecosystems Partnership Agreement renewed
	1 updated Global Standard for Nature-based Solutions AND 1 NbS guidance publication launched
	IUCN Green List reaches 90 listings, with at least 180 sites
	World Heritage Outlook 4 launched at IUCN Congress
	At least 1 toolkit for Rapid High Integrity Nature-positive Outcomes (RHINO) tailored to the private sector
Regular outreach and communications with IUCN constituencies regarding key IUCN outputs, initiatives, engagements, achievements and policy positions	20 Digest messages to Members
	12 DG Updates to Council
	At least 3 IUCN or DG Statements
	1 IUCN Annual Report
Growth and visibility in Membership engagement	At least 80 new Members admitted, reported by category
	1 Membership Satisfaction Survey completed AND >75% of Members express satisfaction with IUCN membership
	Two issues of IUCN Members' magazine

Key deliverables	Key Performance Indicators
Secretariat support for timely follow-up and implementation of Council decisions, in line with Council's 2022-2025 Objectives	All follow-up actions from Council meetings are allocated a Secretariat lead within 6 weeks from the meeting and implemented in due time
	Inputs from the Secretariat to support the 5 Council priorities: governance reforms, implementation of Resolutions, 20-year Strategic Vision, membership value proposition, international positioning

2. Fundraising and Financial Management

Outcome Statement: IUCN's engagement with strategic partners is strengthened, while maintaining sound financial performance and financial risk management.

Key Deliverables	Key Performance Indicators
Monitoring and oversight of IUCN's financial performance	Financial results in line with 2025 budget
	An increase in unrestricted reserves of CHF 2M ¹
	Unrestricted funding stabilised at CHF 33 M, in line with 2025 budget.
	2 reports to FAC on progress regarding the five major financial objectives ²
	100% of internal audits have a follow-up plan that identifies management action owners
Continuous assessment of portfolio risk and reserve requirements	Refined risk analysis methodology, informed by current learnings and operating conditions.
	Annual assessment of reserve requirements presented to FAC
Strategic partnerships cultivated and expanded	9 of 9 Framework Partners retained
	3 new Framework Partners under cultivation
	2 new private sector partnerships, supported by a due diligence process
	1 strategy for philanthropic fundraising
	At least 2 GCF proposals presented to the GCF Board

3. Operational, Change Management

Outcome Statement: The corporate infrastructure of the Secretariat is improved to strengthen performance and manage institutional risks.

¹ after transfer from designated reserves

² The 'big 5': reserves, unrestricted income, de-risking the portfolio, costs, and investment

Key Deliverables	Key Performance Indicators
IUCN policies and procedures under continuous improvement	8 updated or new operational policies / strategies / procedures
	Gaps and capacity needs identified for improved implementation of IUCN policies and procedures
Risk management in accordance with the Enterprise Risk Management (ERM) Policy	2 risk reviews completed
	2 Risk Committee meetings followed by communications to staff on risk management requirements
	90% of staff participate in two cybersecurity trainings AND cybersecurity assessment completed
	90% of staff who travel are up-to-date on the mandatory Travel Security Awareness Course.
Progress in key IT developments	1 roadmap finalised to implement key IT developments
	Scope of the Enterprise Resource Planning project finalised

4. Programme Management

Outcome Statement: The Union is supported to implement the IUCN Programme and Strategic Vision.

Key Deliverables	Key Performance Indicators
Portfolio implementation in line with budget	Project implementation rate to exceed 80% of budget
Measures of Members' participation in delivering the IUCN Programme and project portfolio	At least 55% of Secretariat-led projects engage at least one Member
	30% of Members documenting at least one contribution on the Contributions for Nature Platform
Implementation readiness for the new IUCN Programme 2026-2029	Methodology developed for the use of Output implementation markers to monitor the delivery of the IUCN Programme 2026-2029
	Tool designed for data collection to capture the Commissions and Secretariat's non-portfolio-based contributions to the IUCN Programme 2026-2029
	All Regional Offices receive training on topics related to project management and quality, internal controls, project risk management, and MEL
	Number of outreach activities by region (e.g. webinars) to socialise the IUCN Programme 2026-2029

Implementation readiness for the new 20-year Strategic Vision	Plan in place for 2026 implementation of the 20-year Strategic Vision
---	---

5. External Liaisons, Public Image

Outcome Statement: IUCN's external image is strengthened.

Key Deliverables	Key Performance Indicators
High-level and visible IUCN representation at international events	DG attends at least 6 major events (IUCN and non-IUCN)
	At least 5 high-level events showing the Union in action at UNFCCC COP 30 in Brazil
	At least 2 high-level events showing the Union in action at Ramsar COP 15 in Zimbabwe
IUCN communications under continuous improvement	New Communications Strategy finalised
	Number of IUCN communications policies and guidelines reviewed and updated
	At least 1 new partnership to increase IUCN's visibility
	20% increase in LinkedIn followers

5 People Management

Outcome Statement: IUCN's capacity to prepare future leadership and retain staff is strengthened, and employee satisfaction assessed.

Key Deliverables	Key Performance Indicators
Staff development under continuous improvement	100% of managers promoted to level M1 and above are enrolled in the leadership coaching programme.
	80% of staff trained on IUCN Standards of Professional Ethics
	Number of M1 and above who take the "Tools for Leaders" training.
Staff onboarding and engagement under continuous improvement	Voluntary staff turnover rate not exceeding 15%
	Onboarding programme implemented in all Regions in addition to HQ
	2025 Employee engagement survey completed AND plans in place for 2026 Employee engagement survey
Information flow to staff on key IUCN matters	4 Town Halls delivered
	100% of Executive Board minutes distributed to all staff
	Number of outreach activities for staff regarding Congress
	Number of editions of IUCN Connect



Commission on Ecosystem Management (CEM)

Mandate 2026 – 2029

Under the Union's "One Programme Charter"¹, the Commission on Ecosystem Management's (CEM) network of volunteer conservation scientists, experts, and managers, will contribute to the Union's work through an array of thematic groups, specialist groups and task forces. Collectively, these volunteer specialists will provide the scientific and authoritative advice to IUCN's Programme as it relates to the management, restoration, and sustainable use of the world's ecosystems. All Commission contributions shall be in the context of the Ecosystem Approach as adopted by the Convention on Biological Diversity (CBD).

With the adoption of the IUCN Programme 2026 – 2029, the Commission will work closely with IUCN's regional and global programmes at project, country, regional and global levels.

Promoting synergies and collaborations with other Commissions and partners will be a strong component of the CEM strategy.

1. 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 and environmental impacts, contribute to human well-being and promote sustainable development.

2. Vision

Productive and resilient ecosystems worldwide that contribute to human well-being, biodiversity conservation and sustainable development.

3. Goal

Ecosystem-based approaches to management of social-ecological systems and natural resource management mainstreamed worldwide.

4. 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 challenges.

¹ Endorsed by the IUCN Council (76th Meeting, May 2011) and adopted by the Members at the 2012 World Conservation Congress (Decision 19).

5. Focus

In pursuit of our goal and objective, the Commission in collaboration with relevant Secretariat programmes, other Commissions, and partners, will work aligned with the IUCN Programme 2026–2029, through the following:

- **Knowledge products** that respond to needs related to assessment of risk, management, restoration, conservation and sustainable use of ecosystems will be developed and shared as a contribution to the development of Nature-based Solutions and other major tools.
- **Advice, guidance and tools will be provided to and from Indigenous Peoples and Local Communities**, where appropriate, to enable management, restoration, conservation and sustainable use of ecosystems to meet local needs and foster well-being.
- **Science-based authoritative advice and guidance** will be made available to policy makers and implementing authorities from local to global levels that pertain to the governance, management, restoration, conservation and sustainable use of ecosystems.

6. Priorities to deliver the IUCN Programme 2026–2029

The Commission on Ecosystem Management's plans for the next intersessional period are framed around the main priority areas that are aligned with, and will contribute to the Programme 2026–2029. Around these main areas, the Commission includes specific relevant themes that have worked previously and where the Commission has expert knowledge. The main priority areas for 2026–2029 are:

- a. Ecosystem Risk Assessment – The Red List of Ecosystems** will continue to serve as the Commission's flagship commitment to ecosystem risk assessment and documentation of the status of the world's ecosystems. Specifically, the Commission will:
 - Continue to support national and regional ecosystem assessments.
 - Maintain the Global Ecosystem Typology, including through partnerships, such as the Global Ecosystem Atlas, to facilitate communications and understanding of the status of ecosystems and support the Red List of Ecosystems.
 - Assess the efficacy of an array of possible subsidiary benefits from the assessments, including:
 - Links between human health and well-being and the status of ecosystems.
 - Reporting on the United Nations 2030 Agenda on the Sustainable Development Goals (SDGs); the Kunming-Montreal Global Biodiversity Framework, the objectives of the Paris Agreement, and other relevant international agreements.
 - Links between natural capital accounting and ecosystem risk assessments.
- b. Ecosystem Restoration and Reversing Land Degradation** – The Commission will support efforts to restore ecosystems and reversing land degradation, particularly in relation to achieving the SDGs, as well as restoration goals advanced through the UN

Decade on Ecosystem Restoration, including the UN Convention on Biological Diversity, and other UN conventions. Emphasis will be on:

- Facilitating the implementation of the Standards of Practice to guide ecosystem restoration.
- Providing guidance and technical support to policy makers, practitioners and managers regarding the design, implementation and monitoring of restoration projects, programmes, and policies.

c. Nature-based Solutions (NbS) – The Commission will continue promoting the implementation of NbS to address societal challenges. Specifically:

- Advise and assist the application and update of a standard approach to NbS.
- Facilitate the development of guidelines that support the interpretation of the Global Standard for NbS in the national context.
- Compile, manage, and share lessons learned from the application of NbS at the local, national, and international levels.

d. Ecosystem Governance – Equitable governance of the world's ecosystems is essential to meet the objectives of the UN Decade for Ecosystem Restoration, UN Decade on Ocean Science for Sustainable Development, the SDGs, the International Decade of Sciences for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework. The Commission will:

- Develop principles for ecosystem governance that enhance resilience and transformational change of social ecological systems.
- Develop good practices through case studies that can provide advice and guidance to policy makers and implementing bodies on how to achieve equitable governance of socio-ecological systems.
- Develop guidance to be provided to ecosystem managers about governance requirements that sustainably use nature's contributions that are necessary to meet human needs.

e. Nature and Global Change Nexus– Considering the CBD decision on biodiversity and climate change that requires addressing both in an integrated manner, biodiversity conservation and climate change mitigation and adaptation, in policies and strategies and the IPBES Nexus report (2024) which calls on addressing in an integrative manner to achieve the SDGs, the Commission will:

- Contribute with the development of policy and guidelines to ensure biodiversity conservation and ecosystem integrity into climate change mitigation and adaptation programmes and projects.
- Continue the analysis of the linkage between biodiversity conservation, ecosystem management and climate change mitigation and adaptation.
- Incorporating biodiversity enhancement and ecosystem integrity practices into carbon markets and biodiversity credit mechanisms, among others.

- Continue promoting the work on EbA Adaptation and Mitigation to ensure that biodiversity is always considered in any climate action.

f. Health and Ecosystem Management – Humans, as an integral component of the ecosystems in which they live, often alter their ecosystems without understanding the possible consequences of their actions. Human health and well being can be impacted in how ecosystem respond to any type of management. As a priority the Commission will establish mechanisms to explore these One health-ecosystem relationships with the intent of advising and guiding development of appropriate knowledge products.

- Continue to facilitate the development of a way to assess One health within the RLE.
- Further advance the importance of considering Biodiversity and Global change nexus in ecosystem management and impacts on health and human wellbeing.
- Continue to develop products to improve the awareness and understanding of the link between ecosystem integrity and One health and human wellbeing.

6. Structure and organisation of the Commission

a. Chair, Deputy Chair and Steering Committee

The Commission is led by the Chair, who is elected by IUCN Members at the General Assembly of the World Conservation Congress. The Chair is supported by a Deputy Chair and Steering Committee, appointed by the Council on recommendation of the Chair. The Steering Committee provides leadership and guides the development and implementation of CEM's work through the operational structure of technical groups, regional coordination, and task forces for the implementation of this mandate. CEM holds at least one presential Steering Committee meeting per year, as well as virtual meetings as required.

b. Membership

CEM's membership is composed of volunteers who are experts in ecosystem management. Membership is representative in professional, geographic and gender terms. Recruitment of young professionals is a priority. Members contribute to the Commission's work plan through thematic groups, specialist groups and task forces.

c. Relation with IUCN Secretariat

CEM will work with the Secretariat on activities relevant to the Commission's mandate. The DG will assign the focal person for the Commission to deliver IUCN's 2026–2029 Programme.



Commission on Education and Communication (CEC)

Mandate 2026-2029

Adopted by IUCN Members by electronic vote on

VISION

A world committed to protecting nature now and into the future.

MISSION

To strengthen the work of the Union through creative, innovative, participatory, responsive, and effective communication and education, as tools to effect positive social and behavioural change for the well-being of people and planet.

STRATEGIC APPROACHES

The Commission on Education and Communication (CEC) recognises that knowledge is only useful in influencing conservation policies and actions if people are engaged in constructive dialogue and motivated to action based on agreed outcomes.

The Commission undertakes its mission through mainstreaming the expertise, research and actions of its members and partners engaging its members' expertise, research and actions, including indigenous and traditional knowledge, to support the United Nations Sustainable Development Goals (SDGs), the IUCN Programme, the post-2020 Kunming Montreal Biodiversity Framework implementation, and other emerging needs and priorities of IUCN.

It is envisioned that the following priority interventions will be undertaken within the entire framework of the IUCN, including working with the other six Commissions, the global Secretariat, and all categories of IUCN Member organisations. We will work to:

1. Support the *Nature 2030* IUCN Programme as approved at the 2021 World Conservation Congress with a particular focus on strategic communication, awareness-raising and education as integral elements of effective delivery;
2. Support the Union in creating a global culture of conservation and care by sharing strategies and best practices and building capacity in conservation communication;
3. Strengthen the strategic work of the Union on nature-based education for sustainability, in formal, non-formal and informal settings;
4. Strengthen its engagement to support a new area of work in Nature-based Education; that is, the vision is to mobilize a thriving collaboration among partners and resources to promote the educational efficacy of nature while validating education's essential function in contemporary nature conservation and climate

action; apply and expand the use of behavioural change methodologies and research to improve conservation outcomes;

5. Promote designing local solutions of conservation challenges that are informed by global approaches and methodologies.
6. Strengthen partnerships that promote knowledge transfer across generations, genders, cultures, organisations and geographies, and in as many languages as possible;
7. Engage youth and young professionals to promote an inclusive youth-led movement for nature;
8. Foster culture and youth engagement with a diverse range of intergenerational stakeholders and help shape conservation frameworks of actions, incorporating them into their own initiatives, programmes, and strategies; leverage the power of the Union to implement activities and strategies to inspire diverse audiences (including but not limited to women and girls, urban communities, the private sector, universities and schools, journalists, legislators) to connect with nature and act in favour of biodiversity conservation and nature-based climate solutions;
9. Celebrate CEC members' success through an award system that recognises excellence in communication and education for conservation and sustainable development;
10. Keep members abreast of the work of the Union and the opportunities to engage and collaborate;
11. Strengthen and support the conservation communication (internal and external) within and by the whole Union; and provide guidance to IUCN members on how to elevate the profile of the One Health approach in their conservation work.

PROGRAMME PRIORITIES

Reimagine Conservation – Communication, social and behavioural change communications, and public awareness

- Support the *Nature 2030* IUCN Programme's commitment to Reimagine Conservation by building and supporting initiatives that help connect people with the planet, at all levels. This will involve supporting the Union in designing and implementing a strategy to create a global culture of conservation and care.
- Champion collaborative processes with CEC members and the Union to develop tools for nature conservation:
 - Develop, adapt and share tools to support the Union in designing and implementing social and behavioural change communication (SBCC) campaigns;
 - Leverage the Union to design and implement public-facing campaigns for nature conservation, strengthen advocacy, and enhance IUCN communications; and
 - Create specific thematic strategies and programmes based on particular needs of the Union. These may include, but are not limited to, critical issues such as health and environment intersections; nature resource crime and the illegal trade in wildlife; and supporting environmental defenders.
- Promote a global conservation outlook that:
 - Advocates experiential actions in the natural settings of a given country, addressing the most pressing environmental issues in that country;

- Acknowledges cultural and behavioral shifts that undermined ecosystems; and
- Prioritizes embarking on flexible conservation strategies implementable in different levels of capacity infrastructural preparedness.

#NatureForAll

- Lead the #NatureForAll global initiative in a continued partnership with the World Commission on Protected Areas (WCPA) to connect people with nature and inspire broad-based public and cross-sectoral love, support and action for its conservation:
 - Connect, activate and facilitate strategic collaborations among the 600+ (and growing) #NatureForAll partner organisations;
 - Codify and disseminate partner resources to amplify their impact and scale up successful approaches;
 - Collaboratively develop tools and resources to support decision makers and UN-led campaigns to mainstream the connection between people and nature in the post-2020 global biodiversity framework, the SDGs, and other policies and programmes at all scales; and
 - Support local traditions, festivals, art and culture to help create a global movement for nature across generations, sectors and geographies.
 - Support research, development, and implementation of a measure aimed at understanding and evaluating human-nature connectedness to enable monitoring of the success of our efforts in positively influencing values, norms, beliefs, and behaviours to advance transformative change.

Nature-based Education

- Champion collaborative processes with CEC members and the Union to develop a strategic approach to consolidate global work on education mainly by having nature fully integrated into all education approaches, formal, non-formal and informal:
 - Develop, adapt and share methods to support the Union in designing and implementing educational tools and approaches that support nature conservation;
 - Support educational approaches globally to make environment and sustainability issues form the core of experiential and service-based learning, citizen science and other informal approaches to nature education; and
 - Encourage, facilitate and create opportunities for CEC members to share information, guidance, tools, and best practices in Nature based Education (NbE) approach.

Youth mobilisation and intergenerational partnerships

- Work with the Union to connect and mobilise diverse youth across the world to advocate and act for nature conservation:
 - Build on the IUCN One Nature – One Future Global Youth Summit and Union-wide activities to enhance opportunities for youth to engage, innovate and build an inclusive youth-led movement for conservation;
 - Empower existing youth networks, young conservation leaders and young professionals to impact conservation policy; and
 - Foster mentorship, build capacity and enhance learning opportunities by and for youth.

STRUCTURE

The Commission is led by the Commission Chair, elected by the IUCN membership, and a Deputy Chair, appointed by the IUCN Council on the recommendation of the Chair. The CEC Steering Committee is appointed according to the IUCN Statutes and Regulations and assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the Programme Areas is at the discretion of the Chair, in consultation with the Deputy Chair and the Steering Committee as appropriate.

The Steering Committee produces a yearly work plan showing areas of cooperation with regional, global and Commission programmes of the IUCN Programme. The Chair also participates as a full voting member of the IUCN Council. The Chair, Deputy Chair, and Steering Committee are dedicated to creating a strong and deep global network of CEC members who are actively engaged in using creative, innovative, responsive, and effective communication and education as tools to effect positive social and behaviour change for the well-being of people and the planet. The Steering Committee will strive to promote transparency and inclusive and participatory processes, and recognise regionally distinct approaches to programming, governance and collaboration.

MEMBERSHIP

The Commission has a diverse membership in terms of experience, specialties, disciplines, cultures, languages, geographical regions, ages and gender, bringing a wide range of skills, insights and opportunities to IUCN.

Membership includes leading conservation and environmental communicators with exceptional reach to broad audiences. Social scientists with experience in behavioural science, communications professionals, journalists, community leaders, young professionals and environmental educators are representative of the Commission's members.

Membership is voluntary and by invitation or through application. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation. CEC member applicants must bring specific knowledge and experience of networks to one of the Commission's strategic areas. The Commission works towards a regional and gender balance in its membership and leadership.



Commission on Environmental, Economic, and Social Policy (CEESP)

Mandate 2026–2030

VISION

A world where sustainability, social justice, equity, and cultural diversity are central to nature conservation, and where conservation addresses the urgency and challenges of our planet

MISSION

To advance the IUCN mission by generating knowledge, mobilizing influence, and promoting actions that integrate nature conservation with social, cultural, environmental, and economic justice, while addressing the intersection of conservation and climate in an increasingly complex world.

STRATEGIC APPROACHES

The Commission fulfills its mission by engaging its members, other IUCN commissions, IUCN Members, the IUCN Secretariat, and key stakeholders through policy development, field-based research, expert knowledge, and targeted actions to:

A. Identify and Analyze

Identify, analyze, and learn from policies and practices at the intersection of nature conservation, socioeconomic concerns, environmental justice, and the cultural and spiritual concerns of human communities. This includes gathering and analysing case studies and field experiences that highlight the connections between conservation, social equity, and justice.

B. Thought Leadership

Shape global conservation dialogues by offering visionary perspectives on the intersection of nature conservation, social justice, climate change, and sustainable development. CEESP leverages its convening role to bring together diverse stakeholders—including policymakers, researchers, Indigenous Peoples, and local communities—to engage in high-level discussions that shape the global conservation agenda. By contributing to influential publications, guiding decision-making processes, and fostering collaboration and innovation, CEESP ensures that transformative solutions and cutting-edge ideas are prioritized in conservation policy and practice. Through these efforts, CEESP will inspire the global community to adopt more resilient, just, and effective conservation approaches.



C. Promote Holistic Approaches

Promote a holistic approach to nature conservation and sustainable development across IUCN, recognizing complexities and fostering dialogue and collaborative learning. This approach should respect diverse values, knowledges, and experiences, ensuring that conservation strategies are inclusive and culturally appropriate.

D. Conduct Innovative Research

Conduct and synthesize cutting-edge research on key environmental, economic, and social issues. The aim is to provide actionable insights and evidence-based recommendations to IUCN Members, staff, Commission members, and field partners, supporting informed decision-making and impactful conservation.

E. Advise on Policies and Practices

Provide advice on the policies and practices of public, private, and civil society institutions regarding the conservation of nature. Ensure these institutions integrate social and environmental dimensions into their conservation and development agendas.

F. Enhance IUCN's Capacity

Contribute to the implementation of the IUCN Programme and support IUCN's 20-year vision by enhancing its capacity through the participation of diverse cultures and constituencies. This includes integrating different forms of knowledge, experience, and skills from various sectors and stakeholders to strengthen IUCN's influence and reach.

By fostering inclusive collaboration, IUCN will be better positioned to achieve its long-term goals and respond to the evolving global challenges in conservation.

G. Support and Advocate for Inclusive Participation

Support and advocate for the full and effective participation and leadership of Indigenous Peoples and local communities (IPs and LCs), women, youth, intergenerational leaders, and communities of faith in all levels of conservation and development policy and practice. Actively promote the inclusion of these groups in decision-making processes, ensuring their perspectives are integrated into policy frameworks. Advocate for policies that enhance their rights and capacities, and foster empowerment through capacity building, equitable participation, and the protection of their cultural and environmental rights. These efforts will ensure that advocacy and support are woven into both local and global conservation efforts.



PROGRAMME PRIORITIES

1. A Holistic approach to tackling Climate and Biodiversity Crisis

Address the interconnected challenges of climate change and biodiversity loss as part of the broader planetary crisis by advancing policy recommendations that promote ecosystem resilience, biodiversity conservation, and climate resilience. Conservation is central to the solution, as healthy ecosystems provide natural defenses against climate impacts and support nature-based solutions. CEESP will collaborate with policymakers, stakeholders across sectors, and Indigenous Peoples and local communities (IPs and LCs), whose leadership is vital to sustainable, community-driven climate and biodiversity actions. Emphasizing the social dimensions of these crises ensures that equitable, inclusive solutions are implemented, positioning conservation as a key driver of resilience in addressing our planetary challenges.

2. Reimagining Conservation:

Develop and promote innovative conservation models that reflect the changing political, economic, and environmental landscapes while addressing the growing challenges of achieving conservation goals in politically polarized environments. This includes fostering dialogue and collaboration across different political, social, and cultural perspectives to create inclusive, equitable, and climate-connected conservation approaches. These approaches should be resilient, adaptive, and capable of bridging divides to ensure long-term sustainability and inclusivity in conservation efforts. Prioritize collaboration that integrates conservation with broader social and political contexts, enabling conservation to thrive even in politically charged or divided environments.

3. Responsible Business and Economic Leadership for Conservation

Develop policies and practices that promote sustainable, equitable, and human rights-based business engagement in conservation. Focus on economic analysis to deepen understanding of the links between conservation and development, emphasizing long-term sustainability and social equity. Engage the business sector to adopt nature-positive approaches, implement circular economy principles, prevent biodiversity loss, and uphold human rights. Align conservation and social justice goals with financial incentives and sustainable development strategies, creating a framework where environmental protection and social equity are integral to economic and business decision-making.



4. Governance, Human Rights, and Equity

Strengthen governance frameworks that prioritize equity, transparency, and the protection and promotion of human rights in the management of land, sea, and natural resources. Ensure these systems respect the rights of Indigenous Peoples and local communities (IPs and LCs), are gender-inclusive, and address the needs of other vulnerable communities. Special emphasis will be placed on safeguarding the rights and safety of environmental defenders, who are at the forefront of protecting ecosystems and advocating for social and environmental justice. Promote governance models that integrate social justice, equity, environmental sustainability, and human rights, fostering collaboration among diverse stakeholders. These efforts will support the creation of resilient, equitable governance systems that protect both ecosystems and the communities that depend on them.

5. Flourishing Diversity:

Ensure conservation policies respect, preserve, and promote cultural, biocultural, and spiritual diversity, as well as heritage. Support and foster initiatives that protect sacred and culturally significant sites, intangible cultural heritage, cultural landscapes, Indigenous and traditional knowledge systems, innovations, practices, language diversity, and spiritual traditions. Recognize and advance the intrinsic interconnectedness of nature, culture, faith, and spirituality. Invest in conservation efforts that actively promote cultural resilience, elevate cultural expressions, and support the flourishing of both human and non-human communities. Additionally, prioritize environmental education and awareness to emphasize the role of cultural and spiritual diversity in sustaining ecosystems, fostering deeper understanding and stewardship of the natural world.

6. Youth Development and Diverse Leadership in Conservation

Prioritize the empowerment of young and diverse leaders in conservation by providing intergenerational mentorship, capacity-building opportunities, and ensuring access to resources and platforms for meaningful participation and leadership. Foster a leadership approach that embraces diversity, including gender, cultural, and Indigenous perspectives, to ensure conservation efforts are inclusive and representative of all voices. Build a global network of young, diverse leaders equipped to address complex global challenges and drive innovative conservation solutions.



Encourage collaboration across generations and diverse backgrounds to ensure inclusive leadership shapes the future of conservation, fostering transformative and equitable change.

STRUCTURE

The Commission is led by the Commission Chair, elected by the IUCN membership, and by a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of CEESP is appointed according to the IUCN Statutes and Regulations and assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission. How the Commission is organised to deliver results in the programme areas is at the discretion of the Chair, in consultation with the Deputy Chair and Steering Committee as appropriate.

The Chair also participates as a full voting member of the IUCN Council.

MEMBERSHIP

The Commission has a diverse membership in terms of disciplines, cultures, languages, geographical regions, spiritual traditions, ages and gender, bringing diverse perspectives, values and experiences to bear in debating, analysing and promoting the issues of concern to its vision and mission. Membership includes some of the world's foremost conservation and sustainable development practitioners, natural and social scientists, and traditional indigenous community leaders. Experts from major conservation and development organisations and young professionals with proven capacities in sustainable development at the community, national, regional and international levels provide valuable contributions to the work of the Commission.

Membership is voluntary and by invitation or through application, usually with the support of a professional reference or existing Commission members. The broad scope of the Commission requires the extension and strengthening of capacity through increased membership, strategic partnerships, active fundraising and network mobilisation.

**CEESP and the Secretariat**

CEESP works in close collaboration with the IUCN Secretariat and across a broad range of global and regional programmes. This includes, but is not limited to, key areas such as human rights in conservation, Indigenous Peoples and local communities, gender equality, economics, and nature-positive policy development.

CEESP and IUCN Members

In parallel, CEESP actively engages with IUCN Members—governments, civil society organizations, and Indigenous Peoples' organizations—to co-produce knowledge, support policy influence, and promote on-the-ground innovation. By connecting local experiences to global processes, CEESP strengthens the Union's ability to respond to today's interconnected biodiversity, climate, and justice challenges.

This dual engagement with both the Secretariat and Members reinforces CEESP's unique role as a bridge between knowledge, practice, and policy across the IUCN system.



Species Survival Commission (SSC)

Draft Mandate 2026–2029

1. Mission

In the intersessional period of 2026–2029, the Species Survival Commission (SSC) enables IUCN to influence, encourage, and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is equitable, sustainable, and non-detrimental to the survival of species, through:

- the provision of knowledge on status and trends of species;
- developing policies and guidelines;
- facilitating conservation planning; and
- catalysing conservation action.

2. Vision

A just world that values and conserves nature through positive action to prevent the loss and aid recovery of diversity of life on Earth.

3. Objectives

For the intersessional period 2026–2029, SSC, working in collaboration with IUCN Members, National and Regional Committees, other Commissions, and the Secretariat, will pursue the following key objectives in helping to deliver IUCN's "One Programme" commitment:

- a. Network:** Enhance the SSC network and its alliances to help achieve global biodiversity targets.
- b. Assess:** Understand and inform the world about the status and trends of biodiversity.
- c. Plan:** Develop collaborative, inclusive, and science-based conservation strategies, plans and policies for species within and beyond their natural ranges.
- d. Act:** Convene and mobilize conservation actions to improve the status of biodiversity.
- e. Communicate:** Drive strategic and targeted communications to enhance global conservation impact.

4. Programme Areas

The specific working priorities of SSC are derived from, and focused on, the IUCN Programme Areas, under which, SSC has Key Species Results (KSRs):

- KSR 1. Develop new and strengthen existing partnerships and sustainable funding mechanisms.
- KSR 2. Enhance the capacity of the SSC network and its partnerships.
- KSR 3. Enhance collaborations across and beyond IUCN to accomplish species conservation results.

- KSR 4. Collaborate with governments, IUCN members, and other stakeholders to achieve the 2022 Kunming-Montreal Global Biodiversity Framework targets.
- KSR 5. Improve biodiversity and conservation knowledge.
- KSR 6. Expand the coverage, quality and content of biodiversity assessments: IUCN Red List of Threatened Species, Environmental Impact Classification for Alien Taxa, Climate Change Vulnerability, Assess to Plan, Green Status of Species, Species-focused Key Biodiversity Areas, *Ex-situ* Conservation Assessments, and other assessments undertaken by the SSC network.
- KSR 7. Strengthen the Red List Index as a biodiversity indicator, at global and national scales.
- KSR 8. Strengthen and expand species conservation planning efforts at local, national, regional and global scales.
- KSR 9. Strengthen species conservation in national, regional and global policies.
- KSR 10. Enhance biodiversity conservation action through the implementation of effective, collaborative and practical approaches.
- KSR 11. Catalyze sustainable use practices to improve governance for people and nature.
- KSR 12. Strengthen IUCN's species theme as a strong and credible source of biodiversity information for target audiences.
- KSR 13. Increase the visibility of different taxa and species conservation through strategic and innovative communications that attract new audiences.

Under these KSRs, each SSC group, as well as the SSC Chair's Office and the IUCN Secretariat, will establish a set of measurable time-bound targets to be attained by the end of 2029, and will name a focal point responsible for each target. The indicators of these targets will be integrated to provide a measure of the progress and impact of SSC as a whole. These KSRs, indicators and targets will be published on the IUCN Species Strategic Plan 2026-2029. The SSC Chair's Office will be responsible for monitoring and reporting results, while working with the Secretariat, and where relevant with IUCN Members and partner organisations.

5. Structure

The Commission is led by the Commission Chair elected by the IUCN membership and a Deputy Chair appointed by the IUCN Council on the recommendation of the Chair. The Steering Committee of SSC is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The Steering Committee assists the Chair and Deputy Chair in overseeing and coordinating the activities of the Commission. The Steering Committee delegates certain aspects of its work to specially designated Committees, which report to the Chair and the Steering Committee on a regular basis. The bulk of the work of SSC is implemented through its Specialist Groups, Red List Authorities, Task Forces, and Action Partnerships. The roles of these entities are defined in the Bylaws of the SSC.

6. Membership

Membership of SSC is conferred by becoming a member of one of the Commission's groups (e.g. Steering Committee, Committees, Specialist Groups, Red List Authorities, Task Forces, and Action Partnerships). Membership of these groupings is voluntary and by invitation. SSC seeks to engage cutting-edge experts in all disciplines relevant to the conservation and management of biodiversity – to the survival of species. It engages such people with due regard for diversity, be it in terms of gender, age, culture, language, nationality, ideologies, and expertise. By design, SSC members do not hold a common view on most conservation-related issues. Rather, SSC cherishes its diversity and fosters open, respectful, rigorous, and evidence-based debate among its members.

**WCEL**WORLD COMMISSION ON ENVIRONMENTAL LAW
COMMISSION MONDIALE DE DROIT DE L'ENVIRONNEMENT
COMISION MUNDIAL DE DERECHO AMBIENTAL

World Commission on Environmental Law (WCEL)

Mandate 2026–2029

1. Mission

The mission of the WCEL is to strengthen the environmental rule of law guaranteeing the conservation of the integrity and diversity of nature. Any use of natural resources should be equitable, inclusive, just, ecologically sustainable and respect human rights in line with IUCN's objectives.

Environmental law is a crucial lever in generating transformative change. WCEL will work to enhance the development and strengthen the implementation of environmental law and policy, including through best practices and inter-sectoral strategies for effective legal design, compliance and enforcement. WCEL will promote the environmental rule of law globally, particularly in countries that seek to improve their law, jurisprudence and governance systems. WCEL aims to strengthen the capacity of governments, the judiciary, prosecutors, legislators, law schools and other stakeholders as they develop and implement environmental law.

2. Vision

The vision of the World Commission on Environmental Law (WCEL) is a just society living in harmony with nature in a culture of peace and a rejection of war. In such society, nature is valued, conserved, restored and wisely used, while maintaining ecosystems and their services, and sustaining a healthy planet delivering benefits essential for all people and species. This vision is achieved through *inter alia* the environmental rule of law and the right to a clean, healthy and sustainable environment, with vital environmental stewardship systems at all levels of governance, including indigenous peoples, local communities, civil society, children and youth, women, academia and businesses, and working toward ecological sustainability.

In the urgent global, regional and national transformation towards living in harmony with nature, WCEL is the world's leading network for the exchange of legal knowledge, expertise and best legal practices on the environment. WCEL supports global collaboration on furthering international and national environmental law and the environmental rule of law, involving all regions and levels of government, academia and civil society.

3. Goals

The goal of WCEL is to inform, influence, encourage and assist societies throughout the world to employ the environmental rule of law for preventing harm to, conserving, restoring, recovering

and sustaining nature, and assuring that uses of natural resources are equitable and ecologically sustainable, through:

- (a) advancing local, national, regional and international laws, administrative instruments and customary norms that support the environmental rule of law, that are grounded in environmental ethics and foster ecological sustainability through:
 - 1) reforming and developing incentives for environmental responsibility by eliminating perverse incentives and creating positive incentives;
 - 2) reforming sectoral and segmented decision- and law-making to promote integration and mainstreaming of nature values across issues and across sectors and jurisdictions;
 - 3) raising awareness on environmental law and jurisprudence to IUCN, its membership and the broader community;
 - 4) taking a pro-active, pre-emptive and precautionary approach to regulatory and management institutions and businesses to promote nature-based solutions, monitor their outcomes, and to avoid, mitigate and remedy the deterioration of nature; and
 - 5) developing legal expertise for resilient social and ecological systems in the face of uncertainty, rapid change and complexity to deliver decisions that are environmentally robust in a wide range of scenarios; and
 - 6) developing legal instruments and strategies, such as rights-based approaches, to promote the appropriate recognition of gender equality, women's empowerment, youth, gender-responsive approaches and rights of nature, and the full and effective participation of indigenous peoples and local communities, as well as addressing global inequalities and recognizing the principle of intergenerational equity.
- (b) conducting and promoting education and research to strengthen the environmental rule of law and undertaking widespread capacity building to enable governments and stakeholders to actively participate in effective environmental governance at all levels;
- (c) supporting the effective implementation of environmental laws through institutions that respect the environmental rule of law and ensure effective compliance and enforcement;
- (d) providing a world forum for the development and integration of environmental law into all aspects and levels of governance; and
- (e) creating and promoting partnerships to support development, implementation and enforcement of environmental rule of law and extending professional and expert networks dedicated to the environmental rule of law.
- (f) Support the interpretation of the IUCN's statutes and regulations as necessary

4. Objectives

WCEL will pursue its objectives in coordination with the integrated programme of activities adopted by the World Conservation Congress in the IUCN Programme 2025–2029, and the “20-Year Strategic Vision”, and the 2026-2029 IUCN Program and in cooperation with IUCN Members and other components of the Union, through the Commission members, specialist groups and task forces, and in partnership with relevant international entities, particularly the United Nations Environment Programme (UNEP), and other expert environmental law organisations, law schools, associations of judges and environmental prosecutors, as well as judicial institutes, academies, and schools, in order to:

- a) promote the 2016 World Declaration on Environmental Rule of Law, the 2018 Brasília Declaration of Judges on Water Justice, the 2024 ITLOS Advisory Opinion on climate change and other advisory opinions from international courts reflecting IUCN's position, other ethical and innovative legal instruments, legislation, and judicial decisions useful to promote the environmental rule of law, to fight environmental crimes including wildlife trafficking and ecocide, to address climate change and its negative impacts, prevent damage to biodiversity, addressing land and soil degradation, to conserve and restore nature, to prevent pollution and address its impacts, and to achieve environmental sustainability;
- b) build knowledge and apply legal, scientific, technical and other capacity in all regions and at all levels to enable governments and decision-makers to draft, enact, implement and enforce environmental law in an effective manner;
- c) work closely with the Secretariats of relevant conventions and agreements that protect and conserve nature to support the further complementary development, implementation and enforcement of those conventions and agreements;
- d) build capacity and educate governmental officials, including judges and public prosecutors, legislators, and stakeholders at all levels on furthering the environmental rule of law, by applying environmental law and policy, improving access to information and justice, and facilitating public participation in environmental decision-making to ensure that natural resources are managed equitably and sustainably;
- e) engage with Members, National/Regional Membership Committees, and WCEL members to create, as appropriate, new and strengthen existing expert environmental law networks;
- f) collaborate with all IUCN Commissions on relevant issue of environmental law; and
- g) collaborate with other components of the Union and Secretariat, especially the IUCN Center for Policy and Law and the IUCN Academy of Environmental Law, and partner institutions, including UNEP, the International Network for Environmental Compliance and Enforcement (INECE), the Global Judicial Institute on the Environment, the Global Institute of Prosecutors for the Environment, and UNITAR, to provide education, information and knowledge on law and governance necessary to achieve ecological sustainability.

5. Priorities

WCEL will implement its objectives through its priorities that further the IUCN Programme 2025–2029, the “20-Year Strategic Vision”, and the 2026-2029 IUCN Program. WCEL's objectives will be implemented in an integrated way through its work and strategic plans, expert membership, specialist groups, its network of collaborating centres of environmental law, the IUCN Policy and Law Centre, the IUCN Academy of Environmental Law, the Union's Regional and National Committees and Offices, and other professional partnerships, as well as with UN institutions pursuant to the Union's UN observer status. Other partners include GLOBE International, INECE, the International Association of Judges, the European Union Forum of Judges for the Environment, the Global Judicial Institute on the Environment, the Forest and Communities Initiative, Global Institute of Prosecutors for the Environment, the International Association for Water Law, the International Law Association, and regional societies of environmental law.

WCEL will address the following priorities, contingent on the availability of financial resources and through the voluntary contributions of expertise by its members and partners, in order to:

- a) Strengthen WCEL specialist groups and task forces – WCEL will enhance the effectiveness of its specialist groups with particular emphasis on:
 - 1) priority legal themes corresponding to the IUCN Programme 2025–2029 areas;
 - 2) cross-cutting themes such as the right to a clean, healthy and sustainable environment, environmental ethics, human rights, rights of nature, nature-based solutions, one health, indigenous peoples, local communities, protected areas, compliance and enforcement of environmental laws, sound environmental adjudication, access to justice in environmental matters, protection of whistle-blowers and environmental defenders, environmental justice, and national and international financial institutions, and requests made by the World Conservation Congress in relevant resolutions.
- b) Promote the IUCN Academy of Environmental Law – WCEL will promote and collaborate closely with the Academy as the world’s leading network of academic institutions and universities engaged in the research and teaching of environmental law.
- c) Collaborate with centres of environmental law – WCEL will continue to recognise, promote and collaborate with centres, institutes of environmental law and other partners in building coordinated information, research, learning and capacity-building programmes on the legal aspects of biodiversity.
- d) Knowledge, capacity building, and technical assistance – WCEL will collaborate with all components of the Union, especially its Members, its Commissions, Regional Offices, the Environmental Law Centre, and other partners, including UNEP, Convention Secretariats, INECE, the Global Judicial Institute on the Environment, and the Global Institute of Prosecutors for the Environment to develop international agreements and national legislation, and implementation programmes, particularly in less-developed countries and regions affected by conflicts.
- e) Promote ‘good governance’ and the environmental rule of law – WCEL will work with IUCN Members, IUCN Commissions, UN institutions, governments and other stakeholders to encourage and promote ‘good governance’ and institutions to respect the environmental rule of law, with special focus on effective compliance with and enforcement of international and local legislation for the protection of nature.
- f) Support the Judiciary – WCEL will continue to work with the judiciary and other relevant judicial institutions, both international and national, including judicial institutes and associations of judges, to strengthen the Global Judicial Institute on the Environment, to build capacity in the judiciary to provide access to justice, to effectively adjudicate environmental issues, to apply and enforce environmental law, to provide legal reference services and information databanks - including ECOLEX, the Judicial Environmental Portal and INFORMEA, and to promote the development and study of environmental jurisprudence.
- g) Promote programmatic synergies among MEAs – WCEL will work with the Secretariats of multilateral environmental agreements in support of more coherent implementation, especially at the national level, governments and stakeholders, and with other conventions, agreements and processes to identify and promote synergies among them and IUCN’s mission and Programme.
- h) Strengthen the legal foundations of conventions – WCEL will study and undertake efforts to most effectively enhance the implementation and elaboration of multilateral environmental agreements and conventions related to natural resources and environmental concerns, and provide expertise and capacity building for strengthening of

national focal points, national implementation laws, including, for example, efforts to implement commitments, such as those under the Paris Agreement, the BBNJ Agreement, and the Kunming-Montreal Global Biodiversity Framework.

- i) Study and advance the conceptual development of environmental law – WCEL will research the application of new or emerging international and national legal and governance instruments and principles.
- j) Sustainable Development Goals – WCEL will study and undertake efforts with key partners to promote the implementation and strengthen the legal aspects of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.

6. Expected results

WCEL's mission, objectives and priorities will contribute to achieving the "20 year strategic vision", the IUCN Programme 2026–2029 and to the three topline objectives: "scaling up action that protects and restores species and ecosystems in a fair and inclusive manner; intensifying the focus of IUCN on the nature-climate nexus for mutually beneficial solutions for the planet; promoting justice, equity and rights, through IUCN's conservation actions to address biodiversity loss and the causes and impacts of climate change, demonstrating that effective conservation is a vehicle for achieving social justice outcomes, and understanding that equity and justice are a cornerstone of sustainable conservation." Some of the results will be of an intangible nature, difficult to measure in quantifiable terms. However, WCEL expects that by 2029, it will have measurably contributed to:

- a) the integration of environmental law knowledge with the scientific and policy expertise of the IUCN Secretariat and the other IUCN Commissions;
- b) the enhanced collaboration with the Secretariats of multilateral environmental agreements in support of strengthened implementation of the different and relevant multilateral environmental agreements;
- c) the development and dissemination of environmental law expertise and networks worldwide;
- d) the development of knowledge and expertise of environmental courts and tribunals through new and strengthened institutions, including the Global Judicial Institute for the Environment; ;
- e) the continued growth of the Early Career Group;
- f) the annual colloquia and other programmes of the IUCN Academy of Environmental Law;
- g) the 5th and 6th World Environmental Law Congress;
- h) the mainstreaming of the Union's effective use of environmental law in its Programme;
- i) the increase in diversity and levels of membership, particularly in countries or regions with few or no members; and
- j) the development of a communication and networking strategy, especially designed for and targeted to the legal profession.

7. Structure

The Commission is led by the Commission Chair, elected by the IUCN membership, and a Deputy Chair, appointed by the IUCN Council on the recommendation of the Commission Chair. The Steering Committee is also appointed by the IUCN Council on the recommendation of the Chair in accordance with the IUCN Statutes and Regulations. The Steering Committee assists

the Chair and Deputy Chair in setting the strategic direction and providing oversight of the activities of the Commission. The Commission will work on different topics and aspects through its specialist groups and task forces. In the composition of its Steering Committee, Specialist Groups and Task Force Chairs, the Commission will work to ensure regional and country diversity, as well as a commitment to gender balance and opportunities for engagement of early career members.

8. Membership

Membership of WCEL is a fundamental part of its organisation. WCEL members have a demonstrated commitment to, and strong interest or practice in, environmental law, ethics, and the legal protection of nature. Currently, the membership is global, with a significant number of members coming from less developed countries. In the expansion of membership, equitable participation in terms of nationality, gender, and age as well as professional background are considered.



World Commission on Protected Areas (WCPA) Mandate 2026–2029

VISION

Effective and equitable protected and conserved areas (PCAs) are fundamental to restoring the richness and abundance of life on Earth. Well-connected networks of PCAs—which include protected areas, other effective area-based conservation measures and, as appropriate, Indigenous and traditional territories—help protect the intrinsic rights and values of nature; contribute nature-based solutions for global challenges facing humanity; and provide benefits to Earth’s climate and human health and well-being.

MISSION

The World Commission on Protected Areas develops and provides scientific, technical, and policy advice and advocates for global and national systems of marine, **inland water**, and terrestrial **PCAs** that result in successful outcomes for the conservation of nature¹ and the well-being of humankind, based on principles of sound design, good management, and equitable governance.

OBJECTIVES

The World Commission on Protected Areas mandate for 2026–2029, aligned with the IUCN Programmed 2026-2029 and the 20-year Strategic Vision, catalyses¹ and supports global efforts to expand, recognize, and improve systems of PCAs to halt and

¹ *Nature always refers to biodiversity, at genetic, species and ecosystem level, and often also refers to geodiversity, landform, and broader natural values.*

reverse biodiversity loss by 2030 by:

1. Providing a clear vision and common set of definitions for area-based conservation, anticipating threats and recognizing emerging priorities, to influence the development and implementation of global biodiversity and climate policy, in recognition of the significant value of PCAs for nature conservation and human well-being.
2. Promoting and helping guide the design, management, governance and monitoring of well-connected PCAs to support the conservation of nature, and deliver nature-based solutions to global challenges such as climate change, land degradation, food and water security, One health, and well-being;
3. Advocating for people who constitute the workforce directly supporting protected and conserved area systems, including and especially rangers, protected area staff, and other front-line workers;
4. Making the case for institutional, public, and private investment to enable well-functioning, ecologically connected and effectively and equitably managed PCA systems, supported by public policy, incentives, capacity development, and a mainstreamed role;
5. Recognising and acknowledging the diversity of stakeholders and of governance types that contribute to the success of PCAs and their systems and promoting robust collaboration among the diverse interests, as well as the valuing of benefits of PCAs by larger parts of societies.

PROGRAMME PRIORITIES

WCPA will generate knowledge and support the implementation of relevant IUCN 2026-2029 programme areas, working closely with all relevant elements of the Secretariat and other IUCN Commissions. The expertise that WCPA brings to the Union as a key global knowledge-broker and standard setter on PCAs will advance this work by

incorporating the diverse perspectives and experience of the WCPA membership network.

Ensuring protected and conserved areas result in effective and equitable conservation outcomes

WCPA will:

- (i) Work to scale up the conservation of nature with effective PCAs in support of agreed global targets and taking into account the variable conditions that exist in today's world; work with national, subnational, and regional governments, Indigenous peoples, local communities, private landholders, and others on the design and completion of well-connected systems of effective and equitable PCAs that target areas of importance for nature, including the High Seas and the Antarctic and Southern Ocean ecosystems.
- (ii) Provide high-level guidance on assessment and reporting on PCA effectiveness² and conservation outcomes.
- (iii) Develop and deliver science, tools, guidance materials, standards, and training to build capacity and professionalize protected area management. Topics include (but are not limited to) harmonization of criteria for classifications and categories of conservation areas; and sustainable limits of acceptable use in protected and conserved areas (e.g., agriculture, aquaculture, forestry, fisheries, non-timber use, wildlife exploitation).
- (iv) Support PCA leaders, rangers, and other front-line staff as an essential planetary health workforce through strategic partnerships.
- (v) Work with other commissions, national and subnational governments, Indigenous peoples, local communities, and private landholders to facilitate the equitable governance, effective management, and sound design of protected areas,

² With reference to all forms of threats to the ecological integrity of protected and conserved areas including but not limited to energy and transport infrastructure, and nature crime related activities.

based on respect for human rights, nature rights and country commitments under the CBD.

- (vi) Serve as a lead or co-convenor of workshops and conferences including the World PCA Congress, International MPA Congress, and World PA Leaders Forum and continue to support the World Ranger Congress.

Promoting Protected and Conserved Areas as nature-based solutions to address climate change and other societal challenges

- (i) Continue to work towards mainstreaming PCAs as nature-based solutions to address climate change; One Health; land degradation, disaster risk reduction, food and water security and other societal challenges. WCPA will also develop technical guidance and advice on the sound design and management of well-connected PCAs to effectively deliver these benefits, with a focus on advancing the protection of primary forests, peatlands and other carbon-rich ecosystems
- (ii) Provide guidance on and advocate for the importance of ecological integrity as a concept that delivers on biodiversity and climate and can support human-well being outcomes. In addition, WCPA will develop guidance on the risks to ecological integrity.
- (iii) Continue to position PCAs as essential contributors to the objectives of all three Rio conventions as well as Ramsar, World Heritage, Convention on Migratory Species and other multilateral environmental agreements; work with the conventions to replicate regional and national initiatives to incorporate PCAs into climate change and disaster risk reduction strategies.
- (iv) Support capacity development to encourage and support new conservation leaders, including young professionals, and strong communication and outreach to demonstrate the relevance of PCAs to human welfare and well-being.
- (v) Continue engagement to expand global constituencies for

nature conservation with a focus on (including but not exclusively), urban conservation, the Nature for All initiative, Rights of Nature, One Health and Restoration.

In addition to these established priorities, WCPA will remain flexible and responsive to issues affecting protected and conserved areas that are as yet unknown or anticipated.

COMMISSION STRUCTURE

WCPA is led by the Commission Chair and a Deputy Chair, supported by a Steering Committee and an operational structure including Themes, Task Forces, and Specialist Groups that will contribute to the realisation of this mandate. They will collaborate with the Commission Support Unit and relevant units concerned with Protected and Conserved Areas, Oceans, Forests and Grasslands and the World Heritage Programme in the IUCN Secretariat as well as IUCN Regional Offices, other Commissions, and IUCN Members to realise IUCN's One Programme Charter. Thematic and Regional Vice-Chairs will be appointed to guide program delivery and ensure there is a meaningful WCPA presence in relevant regions of the world.

MEMBERSHIP

WCPA will continue to expand and strengthen its globally active and geographically representative network of experts to support programme implementation and will increase its capacity through strategic partnerships, active fundraising, and network mobilisation. WCPA membership is voluntary and by invitation or application, with review by the Regional Vice Chairs. Membership includes some of the world's foremost conservation practitioners, thinkers, and knowledge-holders, including natural and social scientists, protected area managers and staff, academics, young professionals, Indigenous peoples, and community leaders.

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Proposal 1: Adapting the objectives of IUCN in line with the IUCN 20-year Strategic Vision to ensure that conservation efforts are inclusive, just, and respect human rights		
Article 2 of the 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 2 of the 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 <u>in a manner that is inclusive and respects human rights</u>.	Article 2 of the 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 in a manner that is inclusive and respects human rights.
Article 3 of the Statutes To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources; and [...]	Article 3 of the Statutes To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources <u>in a manner that is inclusive, just, and respects human rights</u>; and [...]	Article 3 of the Statutes To attain these objectives, IUCN: [...] (m) takes any other appropriate action which will promote the conservation of nature and natural resources in a manner that is inclusive, just, and respects human rights; and [...]
Explanatory memorandum: This proposal intends to give effect to the IUCN 20-year Strategic Vision prepared for submission to the 2025 Congress for adoption. The IUCN Council proposes to adapt the objectives of IUCN (Art. 2 and 3 of the Statutes) in order to ensure that conservation efforts are inclusive, just, and respect human rights including respect for the rights of Indigenous Peoples, gender equality, and the rights of local communities and people in vulnerable situations.		

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Proposal 2: strengthening the alignment of IUCN Statutes with Swiss law		
Article 107 of the Statutes 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.	Article 107 of the Statutes 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. <u>Amendments to the Statutes may also be referred to electronic ballot between sessions of the World Congress in conformity with Article 94 only if explicitly requested by the World Congress. In such case, they shall become effective at the close of the electronic ballot.</u>	Article 107 of the Statutes 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. Amendments to the Statutes may also be referred to an electronic ballot between sessions of the World Congress in conformity with Article 94 only if explicitly requested by the World Congress. In such case, they shall become effective at the close of the electronic ballot.
Article 20 of the Statutes The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts;	Article 20 of the Statutes The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts <u>for the full fiscal years since the last session of the World Congress including the year in which the last session of the World Congress was held;</u>	Article 20 of the Statutes The functions of the World Congress shall be <i>inter alia</i> : [...] (d) to receive the auditors' report and to approve the audited accounts for the full fiscal years since the last session of the World Congress including the year in which the last session of the World Congress was held;
Explanatory note for IUCN Members: This proposal intends to codify the IUCN Members' will in an unambiguous way in order to strengthen alignment with Swiss law on a limited number of issues raised in recent years, such as:		

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

- can the IUCN Statutes be amended by electronic vote of IUCN Members between sessions of the Congress as has been practiced from time to time at the request of Congress? Unless otherwise specified in the Statutes, Swiss law provides that amending the Statutes is the exclusive authority of the four-yearly Congress;
- unless specified otherwise in the Statutes, Swiss law provides that the approval of audited financial statements of the previous fiscal year needs to be given by the IUCN Members on an annual basis while the practice in IUCN is to submit to Congress for approval the audited financial statements of the last four fiscal years.

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the IUCN Statutes, RoP or Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Proposal 3: Clarifying the nomination and election procedures; abolishing the “third track” (Regulation 30) and strengthening the independence and impartiality of the Commissions’ ad hoc committees (Regulation 30<i>bis</i>); guidance about campaign activities		
Article 46 of the Statutes	Article 46 of the Statutes	Article 46 of the Statutes
The functions of the Council shall be inter alia:	The functions of the Council shall be inter alia:	The functions of the Council shall be inter alia:
[...]	[...]	[...]
(q) to appoint a Preparatory Committee, Election Officer and a Motions Working Group in preparation for each session of the World Congress; and	(q) to appoint a Preparatory Committee, Election Officer and <u>Deputy Election Officer, and</u> a Motions Working Group in preparation for each session of the World Congress; and	(q) to appoint a Preparatory Committee, Election Officer and Deputy Election Officer, and a Motions Working Group in preparation for each session of the World Congress; and
[...]	[...]	[...]
	Regulation 28 (b)	Regulation 28 (b)
	At least one year before the date set for the opening of a session of the World Congress, the Council shall:	At least one year before the date set for the opening of a session of the World Congress, the Council shall:
	[...]	[...]
	(b) appoint an Election Officer <u>and Deputy Election Officer</u> who shall not be a candidate for election nor a member of the Secretariat.	(b) appoint an Election Officer and Deputy Election Officer who shall not be a candidate for election nor a member of the Secretariat.
Regulation 30	Regulation 30	Regulation 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	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	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

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

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.	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.	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.
Regulation 30<i>bis</i> 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.	Regulation 30<i>bis</i> With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members and other members of the Commission, 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. The Steering Committee shall ensure as much diversity as possible in the membership of the ad hoc committee. With prior endorsement by the Steering Committee concerned, a list of up to <u>preferably</u>, two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council. <u>Ad hoc committees may also consider for candidate Commission Chair individuals who meet the qualities and requirements required for election without being a member of the Commission concerned.</u>	Regulation 30<i>bis</i> With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members and other members of the Commission, 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. The Steering Committee shall ensure as much diversity as possible in the membership of the ad hoc committee. With prior endorsement by the Steering Committee concerned, a list of, preferably, two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council. Ad hoc committees may also consider for candidate Commission Chair individuals who meet the qualities and requirements required for election without being a member of the Commission concerned.

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Regulation 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.	Regulation 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 <i>en bloc</i> via the IUCN intranet as and once the final nomination when they are will have been 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.	Regulation 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.
	Insert (new) RoP 75<i>bis</i> <u>An individual proposed for President, Treasurer or Commission Chair becomes a candidate once nominated by Council. Until then, any campaign activities or attempts to persuade Council members to nominate an individual may lead to withdrawal of the proposed individual by the Nominations Committee from the list of nominees provided to the Council. Candidates for President nominated in conformity with Article 27 of the</u>	Insert (new) RoP 75<i>bis</i> An individual proposed for President, Treasurer or Commission Chair becomes a candidate once nominated by Council. Until then, any campaign activities or attempts to persuade Council members to nominate an individual may lead to withdrawal of the proposed individual by the Nominations Committee from the list of nominees provided to the Council. Candidates for President nominated in conformity with Article 27 of the

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Statutes may start campaign activities from the moment their candidacy is received by the Director General in conformity with Regulation 32. Candidates for Councillor elected from the Regions and for Indigenous Councillor may undertake campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

Statutes may start campaign activities from the moment their candidacy is received by the Director General in conformity with Regulation 32. Candidates for Councillor elected from the Regions and for Indigenous Councillor may undertake campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

Explanatory note:

Article 46 of the Statutes and Regulation 28 (b):

When Council, in 2021 and again in 2024, appointed a Deputy Election Officer in addition to an Election Officer, it clarified in their ToR that the Deputy Election Officer was to *"act in the place of the Election Officer whenever the latter is unable to act as Election Officer, in case of a conflict of interest, or if the Election Officer has the same nationality as any of the presidential candidates, and to provide support to the Election officer to ensure the integrity of the elections"*. However, based on experience, the Election Officer and Deputy Election Officer working as a team should be empowered to distribute the workload amongst them and to take decisions and sign letters on the understanding, of course, that the Deputy Election Officer always acts under the authority of the Election Officer. To recognize that, it is proposed to mention the Deputy Election Officer in the Statutes and Regulations.

Regulation 30:

One of the recommendations of the previous Council 2016-21 (decision C98/6, February 2020) was "to amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions ad hoc committee's selection process". Back in 2020, the Council considered the so-called "third track" an unnecessary sign of mistrust in the ability of the Commissions to organize a proper process of selecting qualified candidates for election as Commission Chair. In addition, it presented the Council and its Nominations Committee with the challenge of having to assess the individuals proposed by Commission members with the same standards and process as the Commission's ad hoc committee.

Regulation 30bis:

Based on the quality work of delivered by the Commissions' ad hoc committees during this year's nominations process, the Nominations Committee decided to recommend to Council that it amends Regulation 30 by removing the "third track" and to codify in the Regulations the few additional measures which Council had approved in May 2024 on the recommendation the Nominations Committee in order to strengthen the ad hoc committees' independence and impartiality. (cf. decision C111/13)

About the terms *"two prioritized candidates"*, it is worth noting that in March 2019, at the recommendation of its Governance and Constituency Committee, the Council specified in the *Procedure for the in-Commission selection process of candidates for Commission Chair* (paragraph 8) that "The prioritization by the ad hoc committee serves only the purpose of making a recommendation to Council's Nominations Committee and does not imply a ranking of the candidates".

Regulation 40 and Rule 75bis:

Proposals to amend the IUCN Statutes and Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Pending codification of lessons learnt from the 2024-25 nominations process, Council's *Guidance for election candidates*, adopted by decision B/XIII on 28 August 2024, were modified to address a recommendation made by the previous Council 2016-21 (decision C98/6) that the Rules of Procedure needed to clearly state that a proposed individual becomes a candidate for President, Treasurer and Commission Chair once nominated by Council and that, until then, any campaign activities may lead to disqualification. It addressed the issue that some individuals proposed and/or the Members and Commission members acting on their behalf, had started campaigning or tried to influence Council before it took its decision about whom to nominate for any of these positions. The role of Council is to assess all proposed names against the required qualifications and make a selection based on merit as opposed to popularity.

However, before they are nominated by Council, prospective candidates as well as IUCN Members and Commission members may obviously contact and discuss with each other e.g. during the Regional Conservation Forums for the purpose of identifying qualified candidates and proposing them to Council. Considering that the same should apply to the candidates for *Councillor elected from the Regions* and for *Indigenous Councillor*, the IUCN Council approved a similar provision for them in the *Guidance for 2025 election candidates*.

Council also defined the term "campaign activity" and included it in the Council's *Guidance for 2025 election candidates* as follows: any action (such as electronic or postal mail, social media, physical or virtual meetings, blogs and other web-based platforms or publications) undertaken in support of (or against) a candidate duly nominated for election by the candidate her/himself or IUCN Member(s) on the candidate's behalf.

Based on experience during this year's nominations process, the Council felt that it was fairer for all nominations for Councillor elected from the Regions and Indigenous Councillor to be published in the Union Portal at the same time instead of the moment the Election Officer confirmed the validity of their nomination which was different for every candidate, so that all candidates would also be empowered to begin their campaign activities at the same time. Regulation 40 is therefore amended to clarify that the nominations will all be published *en bloc* once the Election Officer will have validated the final nomination. Rule 75*bis* clarifies that all candidates may start campaign activities once the final nomination has been validated by the Election Officer, posted in IUCN's intranet in conformity with Regulation 40 and all candidates will have been notified thereof.

26 May 2025

Proposals to amend the IUCN Regulations

Approved by Council on 8-9 May 2025, decision C113/7

Existing provisions of the Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Proposal 2: Clarify the procedure for mail/electronic ballot (Regulation 94)		
Purpose: To institutionalise Member e-votes and plan for them accordingly as an inherent part of IUCN's governance by establishing in advance two dates per year for Member e-votes on any questions raised by Council or by Members in conformity with the Art. 94 of the Statutes, instead of calling for an e-vote on an ad hoc basis whenever an issue arises		
Regulation 94	Regulation 94 [...] <i>(insert new paragraph i.)</i> <u>i. Electronic ballots shall be scheduled to open in the third week of May or in the third week of November, except if urgent circumstances require the Council to determine another date.</u>	Regulation 94 [...] <i>(insert new paragraph i.)</i> i. Electronic ballots shall be scheduled to open in the third week of May or in the third week of November, except if urgent circumstances require the Council to determine another date.
Explanatory note for IUCN Members: The set dates will enable the Secretariat to advise IUCN Members of the six-monthly deadlines for receiving any requests for electronic ballots under Article 94 of the Statutes. Taking into account that the online discussion (Regulation 94, paragraph a.) takes at least four weeks and the second formal notice must be sent at least three weeks before opening the vote, the six-monthly deadlines should fall in mid-February (for the vote opening in May) or in Mid-August (for the vote opening in November). This timing also includes four weeks following the deadline for preparation of the first formal notice and online discussion (incl. translation of proposals on which to vote) and one week between the end of the online discussion and the second formal notice (incl. translation of any amendments to the proposals agreed during the online discussion). The same timeline will be applied for request from e-votes from the Council, noting that in this proposal, the end of the online discussion falls in the period in which the ordinary meeting of the Council is usually held – enabling the Council, as required, to reconsider its own proposals in light of the results of the online discussion.		

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

Existing provisions of the Rules of Procedure	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Rule 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, to all Members, at least three months in advance of that session of the World Congress.	Rule 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) <u>Following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b).</u> <u>(d)</u> 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.	Rule 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) Following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b). (d) The Secretariat shall circulate all accepted motions to all Members, at least three months in advance of that session of the World Congress.
Explanatory note: Litt. (c): To increase transparency of the motions process, it is proposed to request the Secretariat to keep all draft motions as submitted by IUCN Members in the motions submission system visible to all Members via a dedicated section of the Union Portal. At the beginning of the online discussion, at the time the appeals process will have been concluded and all accepted motions will have been published, the motions will belong to the IUCN membership collectively. In order to avoid any confusion as to which version of the motions is under discussion, the section of the Union Portal with the original version of the draft motions as submitted will be closed. The original version of the draft motions as submitted will be stored in IUCN's archive and copies can be obtained upon request.		

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

Litt. (d): the words "which are received by it" are confusing. This paragraph concerns the motions accepted by the Motions Working Group incl. those accepted following appeal and should be distinguished from the draft motions as submitted referred to in the previous paragraph.

Rule 52	Rule 52	Rule 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.	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 <u>referred to in Rule 49 (a)</u> 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.	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 referred to in Rule 49 (a) 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.
Explanatory note: To clarify more precisely which deadline is being referred to.		
Rule 53	Rule 53	Rule 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	Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until <u>a deadline set by the Council</u>	Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until a deadline established by the

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

on the first day of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.	<u>which shall not be earlier than forty-eight hours before the first sitting and not be later than the end of the first sitting 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.</u>	Council which may not be earlier than forty-eight hours before the first sitting and not be later than the end of the first sitting of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President.
Explanatory note: In order for the process regarding motions submitted under Rule 52 to be more effective and transparent, such motions must be received well in advance of the 1 st sitting of the Members' Assembly held following the close of the Forum – which used to be the standard format of Congress. Forty-eight hours before the 1 st sitting is considered sufficient in this regard. However, the format of the 2025 Congress as described in the Provisional Agenda distributed to IUCN Members on 9 January 2025, will begin with a 1 st sitting of the Members' Assembly immediately after the Opening of Congress and before the Forum begins, and will be followed by three days of Members' Assembly sittings four days later. This year's format will therefore allow sufficient time for the motions submitted under Rule 52 to be dealt with in a transparent and effective way – even without this amendment. However, the revised Rule 53 should be phrased in such a way that it is applicable to any future Congress regardless of its format. Even if adopted at the 1 st sitting of the 2025 Members' Assembly and effective immediately, this amendment won't have any effect on this year's process because, in fact, current Rule 53 requires the motions to be submitted by the end of the 1 st sitting held immediately after the Opening of Congress. There will therefore be no need for the IUCN Council to set a new deadline this year.		
	<u><i>Insert a new Rule 54bis</i></u> <u>The Motions Working Group, the Resolutions Committee and Committees acting as appeal bodies for the motions process shall communicate the results of their deliberations on the motions providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with.</u>	Rule 54bis The Motions Working Group, the Resolutions Committee and Committees acting as appeal bodies for the motions process shall communicate the results of their deliberations on the motions providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with.
Explanatory note: To increase transparency of the motions process, the relevant bodies with the authority to accept motions (the Motions Working Group prior to Congress, and the Resolutions Committee during the Congress) and the bodies dealing with appeals (the Congress Preparatory Committee acting as appeals body for the motions discussed online prior to Congress and the Congress Steering Committee during the Congress) should communicate in writing a clear rationale for their decisions on the motions and refer to documents underpinning or substantiating their decisions. If decisions are to reject, modify or merge motions, they should specify the provisions of the Rules of Procedure that the motion concerned does not comply with. This will mostly concern Rules 48bis, 52 and 54.		
Rule 55	Rule 55	Rule 55

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

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.

(a) Except for appeals referred to in Rule 62*ter*, 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) Before the end of the sitting following the communication of the Steering Committee's decisions or during which the Steering Committee's decisions were announced, a Member of the Assembly may move to change the decision of the Steering Committee regarding the appeal.

(c) Upon a motion from a Member to change the decision of the Steering Committee, the Chair will direct the Secretariat to make available to the Members' Assembly before the end of the next sitting a copy of the draft motion submitted under Rule 52, the decision of the Resolutions Committee to reject or amend motion, the appeal submitted by the proponent and co-sponsors, the decision of the Steering Committee on the appeal, and a statement by the proponent and co-sponsors as to why their motion to change the decision should be considered by the Members' Assembly.

(d) The Chair shall call the matter to a vote during the sitting held following the distribution of the documents referred to in paragraph (c). If the decision of the Steering Committee to reject or amend a motion is

(a) Except for appeals referred to in Rule 62*ter*, the Steering Committee shall decide any appeal from a proposer and co-sponsors against the rejection or amendment of a draft motion by the Resolutions Committee. The Chair shall announce the decision of the Steering Committee and the World Congress may change that decision.

(b) Before the end of the sitting following the communication of the Steering Committee's decisions or during which the Steering Committee's decisions were announced, a Member of the Assembly may move to change the decision of the Steering Committee regarding the appeal.

(c) Upon a motion from a Member to change the decision of the Steering Committee, the Chair will direct the Secretariat to make available to the Members' Assembly before the end of the next sitting a copy of the draft motion submitted under Rule 52, the decision of the Resolutions Committee to reject or amend motion, the appeal submitted by the proponent and co-sponsors, the decision of the Steering Committee on the appeal, and a statement by the proponent and co-sponsors as to why their motion to change the decision should be considered by the Members' Assembly.

(d) The Chair shall call the matter to a vote during the sitting held following the distribution of the documents referred to in paragraph (c). If the decision of the Steering Committee to reject or amend a motion is changed, the motion will proceed to

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

<u>changed, the motion will proceed to consideration by the Members' Assembly accordingly.</u>			consideration by the Members' Assembly accordingly.
Explanatory note: Litt. (a): The scope of the right to appeal should be clearer: it concerns not only the decisions of the Resolutions Committee to amend a motion submitted under rule 52, but also a decision to reject it. It should also be clear that Rule 55 in fact only applies to motions on new and urgent topics submitted under Rule 52 because any other motion tabled for discussion and vote during Congress will have been part of the motions discussed online prior to Congress for which a specific appeal process is defined in Rule 62<i>ter</i>. For clarity, it is therefore proposed to strike out the reference to "Motions Working Group". Further, it does not make sense to open up the possibility for Members to move that the decisions of the Steering Committee be confirmed. It is therefore proposed to limit the right to move that the Members' Assembly take a vote only to "change" (i.e. overrule or challenge) a decision of the Steering Committee. Litt. (b) to (d): have been proposed in order to strengthen the transparency of the motions process during Congress, mainly by ensuring that, once a Member moves to take a vote to challenge a Steering Committee decision on appeal, all Members will receive key documents enabling them to understand and take an informed decision on the question that they will be asked to vote on. It is worth to note here that the Terms of Reference of the Congress Resolutions Committee, respectively, the Congress Steering Committee, will include specific provisions to enhance the transparency of the process leading to decisions of these bodies regarding, respectively, the admission or amendment of motions submitted under Rule 52 and the appeal against decisions of the Resolutions Committee.			
Rule 84	Rule 84	Rule 84	Rule 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.	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. <u>Publication of the Resolutions and Recommendations will be restricted to the text adopted by the World Congress with the exception of explanations of vote, if any, in conformity with Rule 72. ⁽¹⁾</u>	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. Publication of the Resolutions and Recommendations will be restricted to the text adopted by the World Congress with the exception of explanations of vote, if any, in conformity with Rule 72. ⁽¹⁾	
	<u><i>(¹) The names of proponents and co-sponsors of motions, the Explanatory Memorandum or other information provided by Members at the time of submitting their motion will remain visible (only) to Members via IUCN's intranet accessible through the Congress website.</i></u>	<i>(¹) The names of proponents and co-sponsors of motions, the Explanatory Memorandum or other information provided by Members at the time of submitting their motion will remain visible (only) to Members via IUCN's intranet accessible through the Congress website.</i>	

Proposed Amendments to the Rules of Procedure of the World Conservation Congress

To be submitted to the 2025 Members' Assembly during its 1st sitting - for adoption effective immediately

Explanatory note:

The many questions about this which the Secretariat receives from IUCN Members following each Congress, justifies a clarification of the Rules that the version of Resolutions and Recommendations adopted by Congress and published as the official record of the Congress will not contain the names of proponents and co-sponsors and the information they provided at the time of submitting the motion that lead to the Resolution or Recommendation concerned. Indeed, as soon as a motion is accepted for discussion, online prior to Congress or during the Congress, it is no longer "owned" by proponents and co-sponsors. The names of proponents and co-sponsors and the information they provided at the time of submitting their motion becomes an archival record of IUCN that remains accessible to IUCN Members via the Union Portal.

Resolutions Committee of the 2025 Congress

Terms of Reference

Revisions approved by Council to complete the draft amendments proposed by Council to the 2025 Congress (decision C113/8, May 2025) to improve the transparency and effectiveness of the motions process

The Resolutions Committee will be established by the Congress and reports to the Members' Assembly and, between sitting of the Members' Assembly, to the Steering Committee. It shall include the members of the Motions Working Group appointed by the Council, as per Rule 20.

The Resolutions Committee manages the motions process at the Congress.

More specifically, the Resolutions Committee is responsible for:

1. Managing motions during Congress including the motions referred to the Congress by the Motions Working Group as well as the motions submitted during the Congress under Rule 52. This includes:
 - a. receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed;
 - b. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
 - ~~c. presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55);~~
 - ~~d.~~ c. deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups (Rule 56);
 - ~~e.~~ d. organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56) including contact groups on topics referred to in Rule 45bis (a), (b) and (d);
 - e. forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51);
 - f. consult with any other Congress Committee as required, such the Congress Governance Committee on any motion or proposed amendments whose

implementation, if adopted, depend on reform of the Statutes, the Rules of Procedure of the Congress or the Regulations;

- g. proposing 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 World Congress [Rule 56 (a)] ;
- h. for issues that prove hard to resolve in contact groups, setting 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 [Rule 56 (d)]; and
- i. keeping track of motions, including those which have an impact on the Programme (Rule 51).

2. Additional provisions specifically for Managing motions submitted during Congress on new and urgent topics. This includes:

- a. receiving motions submitted during Congress under Rule 52 within the deadline defined in Rule 53;
- b. verifying whether submitted motions meet the statutory requirements and circulating accepted motions ~~them to delegates~~ all IUCN Members in accordance with Rules 52, 53 and 54;
- c. Prior to commencement of the motions process defined in Rules 52 and 53, the Resolutions Committee shall inform Members of the exact procedures that will be followed for the submission and review of motions, including:
 - i. Confirmation of receipt of submitted motions,
 - ii. Clear timelines and deadlines for submission, review by the Resolutions Committee, feedback to proponent and cosponsors, final submission, communications regarding acceptance, amendment or rejection, and the process for appealing the decisions of the Resolutions Committee to the Congress Steering Committee (Rule 55), and
 - iii. Methods of contacting the Resolutions Committee members during the submission and review process.
- d. Before rejecting or amending a motion submitted under Rule 52, the Resolutions Committee shall:
 - i. Communicate its specific concerns about the motion to the proponent and co-sponsors, and;
 - ii. Offer the proponent and co-sponsors a reasonable amount of time, considering the overall need to proceed with a sense of urgency during a Congress, to address these concerns and re-submit a revised version of the motion.
- e. The Resolutions Committee shall communicate the results of its deliberations on the motions submitted under Rule 52 to all IUCN Members as soon as practically

possible after the deadline for submission of the motions, providing a clear rationale and references for their decisions including, as the case may be, the specific provision(s) that the motion does not comply with and whether any members of the Resolutions Committee recused themselves from discussions on the motion because of conflict of interest or other reasons.

f. Members of the Resolutions Committee shall serve in their personal capacity and assess the content of motions with diligence, integrity and impartiality. They shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist. The communication of the Resolutions Committee referred to in paragraph 2.1 e) shall include the conflict of interest declarations made by its members.

3. Making recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation. These recommendations, as well as lessons learned from the whole motions' process, should be made soon after the closure of the 2025 Congress and transmitted to the next Council by the Secretariat.

2025 CONGRESS STEERING COMMITTEE

TERMS OF REFERENCE

(Annex 7 to Council decision C111/5, May 2023)

1. The Steering Committee of the World Conservation Congress shall be established in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress. (Rule 15)
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee. (Rule 17)
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress:
 - a. Consider appeals from speakers against the decision of the Chair to exclude them from the debate or from participants who consider that they have been denied the right to speak (Rule 37)
 - b. Consider appeals from voting delegates against a ruling by the Chair (Rule 44)
 - c. Be the only one authorized to submit to the World Congress proposals to add to or otherwise to alter the agenda once it is adopted (Rule 47)
 - d. ~~Decide any appeal from a proposer and co-sponsors against the rejection or amendment by the Motions Working Group or Resolutions Committee of a draft motion submitted under Rule 52, with the exception of appeals referred to under Rule 62 for [i.e. appeals from a proponent and co-sponsors 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 — which will be referred to the Congress Preparatory Committee acting as appeals body]~~ (Rule 55)
 - e. During Steering Committee deliberations on motions, committee members shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist.
 - f. Communicate the results of its deliberations on the motions providing a clear rationale and references for its decisions including, as the case may be, the specific provision(s) that the motion does not comply with (Rule 54b/s). The communication shall include the conflict of interest declarations made by its members.
 - d-g. Approve memoranda submitted on behalf of Members or observers on matters pertaining to the organization of the World Congress for the purpose of considering them as official documents of the World Congress (Rule 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings. (Rule 18)
6. The Steering Committee shall assess and address any actual, potential or perceived conflict of interest situations and as appropriate, consult with the Ethics Committee of Council to get guidance in case of doubt on how to address them.
7. Make recommendations to the next Congress for improving the committee's role and functioning based on its own evaluation, to be made at its last meeting before the end of the 2025 Congress. These recommendations shall be included in the minutes of that meeting and transmitted to the next Council by the Secretariat.

Terms of Reference of the Motions Working Group of the IUCN Council

Approved by the IUCN Council, Council decision C109/30 (Annex 10), May 2023
building on the TOR approved by the IUCN Council, decision C/96/2 (March 2019)

Amendments proposed by Council on improving the efficiency and transparency of the motions process, completing the amendments to the Rules of Procedure proposed by Council to Congress (Decision C113/8, May 2025)

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. Members of the Motions Working Group shall serve in their personal capacity and assess the content of motions with diligence, integrity and impartiality. They shall disclose any potential conflicts of interest, real or perceived, that could create an appearance of impropriety undermining the confidence in the member's ability to fulfil her/his duties impartially, and recuse themselves from discussions about motions where such potential conflicts of interest exist. The communication of the Motions Working Group referred to in paragraph 7 shall include the conflict of interest declarations made by its members.
- ~~2.3.~~ 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.
- ~~3.4.~~ 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.
- ~~4.5.~~ 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;
6. Consult the standing committees of the IUCN Council for advice as follows:
 - a. the Governance and Constituency Committee and the Legal Adviser regarding the possible impact of motions on the governance of IUCN in particular motions whose implementation, if adopted, depend on reform of the Statutes, the Rules of Procedure of the Congress or the Regulations.
 - b. the Finance and Audit Committee regarding the resource implications of motions, in particular the motions that explicitly request that all or part of the funds required to implement the motion (if adopted) be included in IUCN's annual budget.
 - ~~a-c.~~ the Programme and Policy Committee regarding the implementation of Rule 51 about the motions (or part of motions) that affect the draft Programme or the mandate of a Commission.
7. 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. Communicate to all IUCN Members the results of its deliberations on the motions providing a clear rationale and references for its decisions including, as the case may be, the specific provision(s) that the motion does not comply with.
- ~~5-8.~~ Ensure that, following the deadline for submission of motions, the Secretariat shall make all submitted motions visible to all Members until the start of the online discussion referred to in Rule 62bis (b).
- ~~6-9.~~ 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.

- 7.10. 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.
- 8.11. 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.
- 9.12. 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.
- 10.13. 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.
- 11.14. 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.
- 12.15. 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.
- 13.16. 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.
- 14.17. 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).

~~45.~~18. 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.

~~46.~~19. Prepare the ~~urgent and new~~ motions on new and urgent topics 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. Should the deadline for new and urgent motions established by Council under Rule 53 occur before the Resolutions Committee is formally established by the Members' Assembly, the Motions Working Group shall review and take decisions on the acceptability of the new and urgent motions under Rule 54 and thereby apply the procedure guaranteeing transparency and fair process described in the Terms of Reference of the Congress Resolutions Committee.

~~47.~~20. 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.

DRAFT CONGRESS DECISION

The IUCN World Conservation Congress 2025,

On the proposal of the IUCN Council acting upon the request of the Chair of the 2021 Members' Assembly (Proceedings p. 49) following a request from the Natural Resources Defense Council tabled at the 2021 World Conservation Congress, and taking into account experience of the online motions process 2025,

Amendments to the Rules of Procedure

1. Adopts the amendments to the Rules of Procedure of the World Conservation Congress presented in Annexe .. to enhance the transparency of the motions process; and
2. Decides that, with the exception of the amendment to Rule 53, these amendments become effective immediately;

Amendments to the Terms of Reference of the Congress Resolutions Committee

3. Adopts the terms of Reference of the 2025 Congress Resolutions Committee (Annexe ..) including, in particular, provisions to enhance the transparency of the motions process as requested by IUCN Members during the 2021 Congress, noting that similar provisions will be presented in the draft Terms of Reference of the Congress Steering Committee;

Request to the IUCN Council

4. Requests the next IUCN Council 2026-29 to include in the Terms of Reference of the Motions Working Group and the Congress Preparatory Committee acting as appeals body for the motions process, the provisions of the Rules of Procedure concerning the transparency of the motions process and provisions mirroring those of the Terms of Reference of the 2025 Congress Resolutions Committee that concern the transparency of the motions process;

Proposed amendments to Rule 54

In the discussion of the Task Force (TF) and the experience of this cycle of motions review and appeal processes, members of the TF were in agreement that the root cause for many of complaints by IUCN Members is the potential for subjectivity and lack of clarity or potential different interpretations of the Motion criteria as outlined in Rule 54. Members of the TF were also in agreement that it is necessary to amend rule 54 to enhance the clarity of the criteria and reduce the potential of subjectivity in interpretation. However, members of the TF had different view on whether initial amendments should be presented to be discussed and agreed by IUCN Members in this Congress or if Council should propose a process for the next Council to establish a more consultative process for proposing amendments to Rule 54 (and potentially the broader motions process) to be voted upon intersessionally between the 2025 and the 2030 IUCN Congresses.

The TF drafted the amendments below and revert to Council to decide on whether or not to submit them to congress, understanding that these amendments would be presented for discussion in a contact group before being voted upon, unlike the other proposed amendments to RoP which would be voted upon in the first sitting.

As a reminder, any one IUCN Member can propose amendments to the RoP to be voted upon during the same Congress.

Rule 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 all the following requirements:

(a) related to content:

i. Propose or modify IUCN's general policy, influence the policies and actions of third parties, or address the governance of IUCN, ~~and only to the extent necessary and~~ subject to the full application of Rule 51, ~~specify the activities required to implement the policy;~~

(Rational: to ensure coherence with Rule 48 and 48bis . Note: what constitutes IUCN policy may need to be defined).

- ii. ~~Contributions from Members and/or components of IUCN, if~~Actions called for in the motion; are specific, reasonable and achievable;

(Rational: should not only be limited to contributions from Members, but all actions called for by the Motion)

- iii. Contain ~~technically sound and coherent~~precise arguments;

(Rational: technically sound and coherent is open to subjectivity)

- ~~iv. Be precise in what they aim to achieve;~~

- ~~v. Propose aspirational goals that are reasonable;~~

(Rational: these are now included in ii)

- vi. Do not ~~merely~~only repeat the content of Resolutions and Recommendations previously adopted; and

(Rational: merely is more open to interpretation and subjectivity)

- 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. Can either be a recommendation or resolution and should not contain actions related to both IUCN and third parties.

(Rational: experience from appeals show that when a motion contains actions directed to both IUCN and third parties it can be confusing. This amendment would enhance alignment with Rule 48)

x. The proponent specifies a) ~~which if 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 if~~ 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;~~

(Rational: Consultation is encouraged but not a requirement, proponents and co-sponsors do not own a motion, once adopted a motion is of the entire Union).

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.

**Amendments to the IUCN Regulations to reform the process
for the renewal of the membership of the IUCN Commissions**

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
Regulation 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.	Regulation 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. <u>Once appointed, members of the Commission are part of the Commission until they resign or are removed. Commission members may resign at any time and will be reminded of this possibility following the adoption of new Commission mandates by the World Conservation Congress. The bylaws of each Commission shall prescribe the process and conditions of appointment to and removal from the Commissions' membership.</u>	Regulation 72 Once appointed, members of the Commission are part of the Commission until they resign or are removed. Commission members may resign at any time and will be reminded of this possibility following the adoption of new Commission mandates by the World Conservation Congress. The bylaws of each Commission shall prescribe the process and conditions of appointment to and removal from the Commissions' membership.
Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.	Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment <u>removal</u> of the members of the Commission. <u>Any delegation of this responsibility within the Commission shall be prescribed in the Commission's by-laws.</u>	Regulation 75 The Chair of each Commission shall be responsible for the appointment or removal of the members of the Commission. Any delegation of this responsibility within the Commission shall be prescribed in the Commission's by-laws.

PRELIMINARY NOTES

1. First sitting of the Members' Assembly

The first sitting of the Members' Assembly will be held on Congress day 1, 9 October 2025, in the afternoon following both the openings of the Forum and the Exhibition. This sitting is primarily intended to:

- a) Formally table all decision items (including amendments to the Rules of Procedure, motions referred to Congress by the Motions Working Group, governance motions submitted by Council, urgent and new motions) for discussion in Contact Groups, that can then be spread over 7 days instead of the 3-day Members' Assembly;
- b) Establish the Congress Committees so that its members can prepare themselves and start their work;
- c) Fully explain and test the new hybrid format of the Members' Assembly.
- d) Fully explain the elections process.

2. Voting for Elections during the IUCN Congress

Voting for the IUCN Council elections will take place online by those Members eligible to vote. The vote on elections for President, Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions will **open on 13 October 2025 and close on 14 October (24 hours later)**. If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), **an additional online vote** will be opened for 24 hours during the Members' Assembly in time for the results to be announced before the closing of the Congress.

The online vote will be held under the supervision of the Election Officer and Deputy Election officer. The online voting system will allow elections to be held during Congress in the most secure way possible and under conditions that apply equally to all IUCN Members worldwide.

Use will be made of IUCN's online voting system which is familiar to IUCN Members as they know it from votes that have taken place since 2023 and will be used for the vote on motions (August/September 2025). Authorized Vote Holders (AVH)/Heads of Delegation of all IUCN Members eligible to vote, whether or not they are present onsite in Abu Dhabi, will receive the URL to cast their vote online. As with previous practice, Members will have an opportunity to designate their AVH and, if they so wish, may designate their Head of Delegation at Congress as the AVH for the online vote on elections.

The IUCN Secretariat will organise webinars for IUCN Members ahead of the Congress to help them familiarize themselves with the platform and process.

3. The presentation of candidates for Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions

There will be no formal candidate presentations during the Members' Assembly for the positions of Treasurer, Commission Chairs, the Indigenous Councillor and Councillors elected from the Regions. However, opportunities for engagement with Members will be provided through dedicated networking sessions scheduled as part of the Regional meetings.

The Regional Meetings will be held at different times over the days leading up to the Members' Assembly to allow candidates sufficient time to attend multiple sessions and interact with the membership.

Candidates are also encouraged to actively use their dedicated candidate pages on the IUCN Congress website to share information about their candidacy and engage with IUCN Members in advance of the elections.

A Presidential candidates' debate (approximately 90') will be organised during the 2nd Sitting of Members' Assembly.

All **election results** will be announced during the final sitting of the Members' Assembly on 15 October 2025. They will also be published on the Congress website immediately after their announcement during the Members' Assembly.



IUCN WORLD CONSERVATION CONGRESS
9-15 October 2025, Abu Dhabi, United Arab Emirates

Draft Agenda **of the IUCN World Conservation Congress**

Preliminary Meetings

8 October 2025

Commission Steering Committee meetings

Virtual Meeting of IUCN National and Regional Committee representatives and Country Focal Points (open meeting)¹

114th Meeting of the IUCN Council (14:00-17:00)

¹ A global meeting of the National and Regional Committees will be held as requested by Resolution WCC-2012-Res-005. A report on the outcomes of the meeting of the National and Regional Committees will be presented during the Members' Assembly during the 5th Sitting. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As has been the case in the past, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports

Forum and Exhibition²

All forum events will be available for viewing on the [Congress website](#)

Details of the Congress Themes will be available [here](#)

Day 1 – 9 October 2025

Opening Ceremony of the World Conservation Congress (09:00-11:00)

Forum Opening (11.15)

Exhibition: (13:30-19:00)

1st Sitting Member's Assembly: 14:00-17:00 (see details below)

Congress Reception (19:00)

Contact Groups³/Social events

Day 2 – 10 October 2025

Forum: 09:00-19:00

Exhibition: 10:30-21:00

Regional Member meetings⁴ (incl. presentation of election candidates)

Contact Groups/Social events

Day 3 – 11 October 2025

Forum: 09:00-19:00

Exhibition: 10:30-21:00

Regional Member meetings (incl. presentation of election candidates)

Contact Groups/Social events

Day 4 – 12 October 2025

Forum: Forum: 09:00-17:00 - Closing ceremony: 17-18:00

Exhibition: 10:30-21:00 (except 17:00-18:00 for Forum closing ceremony)

Regional Member meetings (incl. presentation of election candidates)

Contact Groups/Social events

Day 5 – 13 October 2025

Exhibition: 10:30-18:00

Members' Assembly (see below)

² Exhibition and Forum will not run in parallel

³ Contact Groups will be established as required and scheduled to meet virtually during the Forum and the Members' Assembly days. Please note that the actual timetable of the contact groups will be communicated by the Motions Working Group prior to Congress. Rule 56 (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.*

⁴ Regional Members meetings will take place between 9-12 October 2025 (timings to be confirmed)

Members' Assembly

All documents of the Members' Assembly listed per agenda item can be viewed on the [Congress website](#)

All motions adopted by the IUCN Members by electronic vote ending on 10 September 2025 can be viewed [here](#)

Day 1 – 9 October 2025

14:00-17:00 1st Sitting of the Members' Assembly

- 1.1. Opening remarks by the IUCN President
- 1.2. Adoption of ToRs, appointment and first report of the Congress Credentials Committee
- 1.3. Approval of amendments to the Rules of Procedure regarding the motions process during Congress (for immediate application)
- 1.4. Adoption of the Agenda
- 1.5. Adoptions of ToRs and appointment of the Resolutions, Finance and Audit, Governance, Programme Committees of the Congress
- 1.6. First report of the Resolutions Committee and recording *en bloc* the adoption of motions through the electronic ballot prior to Congress. Presentation about the schedule of Contact Groups for all motions to amend the Statutes and other IUCN governance issues, about the process for motions on urgent and new topics, and submission for adoption of the Procedures and Code of Conduct for Contact Groups

Day 5 – 13 October 2025

08:30-12:30 2nd Sitting of the Members' Assembly

Election voting opens⁵

- 2.1. Elections: Information about the election Procedures.
- 2.2. Presidential candidates' debate (followed by launch of Elections voting)
- 2.3. Report of the Director General on the work of the Union
- 2.4. Report of the Council, presented by the IUCN President
- 2.5. Presentation, discussion and adoption draft 20-year vision
- 2.6. Update of the Resolutions Committee on progress of the discussions in Contact Groups, followed by discussion and vote on motions.

14:00-18:15 3rd Sitting of the Members' Assembly

- 3.1. Presentation of the Draft IUCN Programme and Financial Plan 2026-2029.
- 3.2. Reports of the following IUCN Commissions including Awards established by these Commissions: CCC, CEC, CEM, CEESP

19:30-21:00 4th Sitting of the Members' Assembly

- 4.1. Report on the meeting of all recognised National and Regional Committees⁶
- 4.2. Reporting back on Summits (45 minutes)

⁵ If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), an **additional online vote** will be opened for 24 hours during the Members' Assembly in time for the results to be announced before the closing of the Congress.

⁶ A global meeting of the National and Regional Committees will be held as requested by Resolution WCC-2012-Res-005. A report on the outcomes of the meeting of National and Regional Committees will be presented during the Members' Assembly during the Xth Sitting. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As was the case in previous Congresses, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports.

4.3. Progress Report of the Resolutions Committee and discussion and vote on motions

Day 6 – 14 October 2025

08:30-12:30 5th Sitting of the Members' Assembly

- 5.1. Discussion of the Draft IUCN Programme, Report of the Congress Programme Committee, followed by the adoption of the IUCN Programme.
- 5.2. Report of the Congress Governance Committee and vote on motions on IUCN governance including amendments to the Statutes
- 5.3. Progress Report of the Resolutions Committee and discussion and vote on motions

14:00-18:15 6th Sitting of the Members' Assembly

- 6.1. Reports of the following IUCN Commissions including Awards established by these Commissions: SSC, WCEL, WCPA
- 6.2. Adoption of the Commission mandates.
- 6.3. Report of the Director General on the Finances of IUCN 2021-2025
- 6.4. Report of the Treasurer
- 6.5. Report of the Congress Finance and Audit Committee and approval of the audited financial statements for the years 2021-2024
- 6.6. Appointment of the external auditors
- 6.7. Discussion of the draft IUCN Financial Plan 2026-2029, Report of the Congress Finance and Audit Committee, followed by the adoption of the IUCN Financial plan 2026-2029.
- 6.8. Progress Report of the Resolutions Committee and discussion and vote on motions.

19:30-21:00 7th Sitting of the Members' Assembly – Awards Ceremony

Day 7 – 15 October 2025

08:30-12:30 8th Sitting of the Members' Assembly

- 8.1. Report of the Credentials Committee and approval of the membership dues 2026-2029 and of the list of Members in arrears with the payment of dues and whose rights are rescinded.
- 8.2. Final Report of the Congress Governance Committee and vote on motions of IUCN Governance including amendments to Statutes that have not yet been voted on.
- 8.3. Final report of the Resolutions Committee on progress of the discussions in Contact Groups, followed by discussion and vote on motions (if required).

14:00-16:30 9th Sitting of the Members' Assembly

- 9.1. Election results
- 9.2. Report from the Election Officer on the Results of all Elections
- 9.3. Recognition of outgoing members of the IUCN Council
- 9.4. Message from the President elect

16 October 2025

Council meeting (C115): 9.30-13:00

Contact Groups: Procedure and Code of Conduct

1. With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel during 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 (Rule of Procedure 56(d)).
2. When meeting during the World Congress, contact groups shall have a virtual format, to allow for equal participation to those attending in person and those participating remotely.
3. Contact groups should ensure constructive and inclusive discussion and negotiations and make every attempt to achieve the broadest possible support for a motion before it is referred to the plenary sitting of the Members' Assembly for vote.
4. Contact groups are open to delegates representing IUCN Members who are entitled to share views, voice concerns and propose text amendments to motions. Experts from Commissions, National, Regional or Interregional Committees, and Secretariat staff can also join contact groups, in a technical advisory and support capacity. Facilitators may allow [observers](#)¹ to join if there is no objection from any of the IUCN Members represented in the contact group.
5. Each contact group will be moderated by a designated facilitator (or co-facilitators if considered necessary by the Motions Working Group/Resolutions Committee). Facilitators should strive to conclude deliberations by the end of the time allocated to the contact group by motivating and encouraging open discussions, ensuring that all voices and opinions are heard, and encouraging agreement by all parties on any proposed text.

At the outset of the first meeting of the contact group, the facilitator should note the working language of the text under discussion. The facilitator should also remind participants at the beginning of the meeting, and in any subsequent meetings, that they may express themselves in any of the three official languages of IUCN.

Delegates wishing to participate in a specific contact group must first register by providing their name and affiliation (e.g., Member organization, Commission, National, Regional or Interregional Committee, or the Secretariat). Once registered, participants will receive the meeting link. The facilitator will admit registered participants from the waiting room at the start of the meeting. More information is contained in the guidance note prepared for Congress.

6. Facilitators give priority to speak and propose amendments to IUCN Members. If time permits, other participants, as listed in point 4 above, may be given the floor.

¹ Statutes of 5 October 1948, revised on 22 October 1996, and last amended on 13 December 2023 (including Rules of Procedure of the World Conservation Congress, last amended on 13 December 2023) and Regulations revised on 22 October 1996 and last amended on 16 May 2024. Rules of Procedure of the World Conservation 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."

7. To ensure that all amendments are discussed in contact groups and to avoid that amendments are presented in plenary sittings, IUCN Members who cannot attend a contact group meeting are strongly encouraged to either ask another IUCN Member to present their amendments in the contact group concerned, or ask a representative of their recognised National, Regional or Interregional Committee to do so on the basis of Rule 66 (c).

In addition, if a compromise cannot be reached, instead of voting down minority views in a contact group, alternative formulations representing these minority views may be presented in square brackets for the consideration of the Members' Assembly.

8. Contact group participants are expected to uphold respectful behaviour and engage in a productive way, avoiding controversial or adversarial approaches (e.g., people expressing minority viewpoints should not be heckled by other participants, discussions should not be dominated by certain individuals to the irritation or exclusion of most of the other participants).
9. If a participant is inappropriate or disruptive, the Facilitator may call the person to order. If the disruption continues, the Facilitator may resort to mute the participant's microphone until they request the floor again. Should the unruly behaviour persist, the Facilitator may remove the individual from the meeting and prevent their re-entry. This incident will be reported to the Motions Working Group/Resolutions Committee.

Rule 56 of the [Rules of Procedure of the World Conservation Congress](#)

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 World Congress.*
- (b) *The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.*
- (c) *When meeting during the World Congress, contact groups shall have a fully virtual format.*
- (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).*
- (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 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.*



IUCN Financial Plan 2026-2029

Table of Contents

1. Executive summary	1
2. Strategic context	5
3. Scope and objectives	6
4. Historic trends and the current financial situation.....	7
Income	7
Project portfolio	9
5. Assessment of financial risks.....	11
6. Key Performance Indicators (KPIs)	14
7. Financial overview 2026–2029	15
Income	15
Expenditure.....	18
8. Investments	19
9. Resource mobilisation.....	20
10. Annual projections 2026–2029	25
a. Global budget.....	25
b. Unrestricted income and expenditure	26
i. Membership income.....	26
ii. Framework income.....	27
iii. Other unrestricted income.....	27
iv. Unrestricted expenditure	28
c. Restricted income and expenditure	29
i. Restricted income.....	29
ii. Restricted expenditure.....	29
d. Balance sheet	30

1. Executive summary

The IUCN Programme sets ambitious targets and responds to the planetary crisis caused by climate change, habitat loss and over exploitation of natural resources. Increasing public awareness and the recognition of the urgent need to act provides IUCN with fundraising opportunities. On the flip side geopolitical uncertainty creates challenges which are difficult to predict.

The Financial Plan outlines the resources that the IUCN Secretariat expects to mobilise and spend in the delivery of the IUCN Programme 2026–2029 and to support the core Union and corporate functions of IUCN. It considers the need to generate the financial surpluses which are needed to invest in programme development and the corporate and Union functions of the organisation. This involves supplementing traditional sources of revenues from bilateral and multilateral government agencies with more diverse and new income streams; also, those income streams that create impact while generating a surplus in a sustainable way. In addition, effective delivery of the Programme requires IUCN to ensure that the cost and organisational structure are optimally designed, efficient and fit for purpose.

Making these changes will involve upfront investment, with revenues being generated later. During 2025 the Secretariat developed strategies to diversify its income base to reduce risk, take advantage of public and private sector awareness of the threats to nature and to build a sustainable financial model for the long term. Options include increasing engagement with the private sector through both programmatic engagements and sponsorships and through the development of blended finance initiatives (both public/private initiatives and those that create a return on investment through revenue-generating activities).

The investment necessary to develop and progressively implement these initiatives together with investment required to increase operational efficiency will be implemented during this quadrennial period. Investment plans with expected new revenues will be submitted to Council as part of the annual budgeting process or brought to FAC as necessary.

The implementation of the financial plan anticipates the implementation of financial strategy annex to the 20-year Strategic Vision. IUCN will need to diversify its funding streams to deliver on the four-year Work Plan and 20-year Strategic Vision. This is laid out in the big 5 (see section 6 for description of the big 5) of the financial strategy. Step 1 moving to step 2 have been incorporated into this financial plan. See section 8 for description of the steps.

Scope and objectives

The Financial Plan has the following high-level objectives:

1. Support the implementation of the IUCN Programme 2026–2029
2. Provide funding to meet the statutory objectives of IUCN
3. Provide investment funding to enhance operational capacity
4. Ensure the financial sustainability of IUCN

Financial summary

The Secretariat plans to raise CHF871m over the period 2026–2029, representing a 18% increase in income compared with the period 2022–2025. Unrestricted expenditure is projected to increase modestly by 9%, whereas restricted income and expenditure is projected to increase significantly by 22%, as shown in Table 1.

Table 1: Financial Plan summary

Financial Plan Summary	Total 2022–2025	Total 2026–2029	Increase/ (Decrease)
	Forecast	Plan	
	CHF m	CHF m	
Unrestricted income and expenditure			
Unrestricted income			
Membership dues	53	59	6
Framework income	53	45	(8)
Other unrestricted income	28	32	4
Total unrestricted income	134	136	2
Unrestricted expenditure	114	124	10
Investments	8	9	1
Total unrestricted expenditure	122	133	11
Surplus/(deficit)	12	3	(9)
Transfer from/(to) designated reserves	(1)	-	1
Result after reserve transfer	11	3	(8)

Restricted income and expenditure			
Restricted income	601	735	134
Restricted expenditure	601	735	134
Surplus/(deficit)	-	-	-

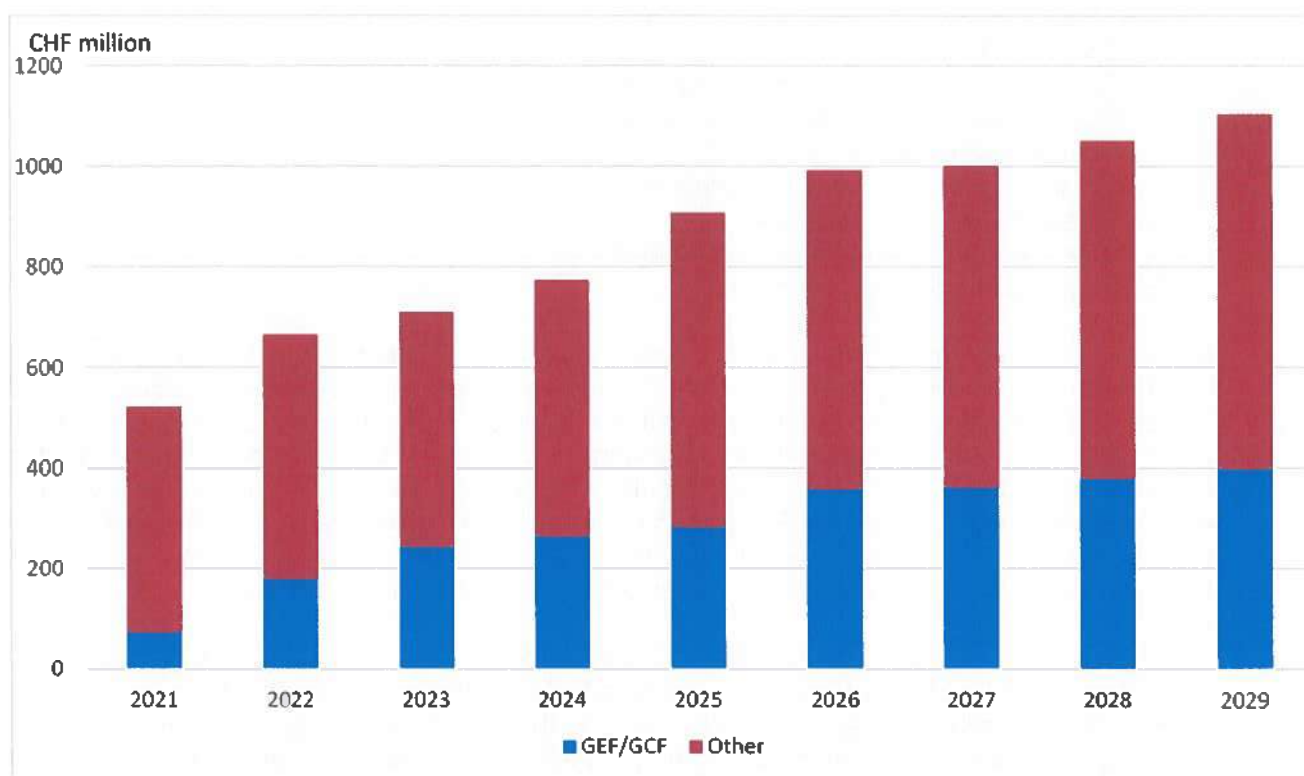
Total income and expenditure			
Total income	735	871	135
Total expenditure	723	867	144
Transfer from/(to) designated reserves	(1)	-	1
Surplus/(deficit)	11	3	(8)

Note: investments during the period 2026–2029 are for implementation of the financial strategy step1 and 2

The increase in restricted income and expenditure is supported by a healthy project portfolio (Figure 1). IUCN has experienced a steady increase in the value of its project portfolio, and this is expected to continue over the coming four-year period, driven primarily by growth in funds from the Global Environment Facility (GEF), European Union and the Green Climate Fund (GCF)¹. IUCN successfully completed a pillar assessment by the EU in 2024.

¹ IUCN is an accredited implementing agency for GEF and GCF

Figure 1: IUCN project portfolio



Note: "Other" refers to projects funded by bilateral government agencies, foundations, the private sector and other organisations.

In terms of income that will be mobilised for the different programme areas and corporate and Union support, the following projections are made:

Table 2: Income targets

Income targets	2026-29
	Plan
	CHF m
Programme areas	
Scaling up socially inclusive conservation on land, water and oceans	482
Transformational change	322
Total programme areas	804
Corporate functions	43
Union development	20
Reserve increase	3
Total corporate and Union functions	871

Programme implementation will be guided by annual Work Plans that seek to enhance operational capacity through optimizing operational coordination within the Secretariat and among the constituent elements of the Union, streamlining programmatic accountability and reporting, strengthening programme delivery mechanisms and ensuring coherency in project portfolio development. The 2026–2029 Programme will report against 12 different outcomes, broken down into 4 scaling-up outcomes for socially inclusive conservation on land, water and

oceans and 8 transformational outcomes that bring conservation impacts to bear on other key sectors. These transformational outcomes are:

1. One Health
2. Realign financial and economic systems
3. Sustainable food and agriculture systems
4. Sustainable cities
5. Freshwater security and stewardship
6. Regenerative blue economy
7. Climate change adaptation and mitigation*
8. Green, just economy transition

As some of these transformational outcomes represent relatively new areas of work for the Union there is not currently enough data to credibly estimate a systematic resourcing split across all 12 programme outcomes in this financial plan. As some areas of work are mature while others are currently nascent, a proportionate breakdown of the current portfolio split is not a reliable guide as to how the allocation of portfolio resources will evolve over the intersessional period. Once the Programme is adopted by members, the Secretariat will be able to construct better estimates for each individual outcome and these will be presented to FAC and Council once available and completed; estimated for 2026 budget.

Investments will be made to diversify funding sources and strengthen systems via new technology. IUCN's ERP system will be replaced in a staged approach over the next strategic period. We will also look at efficiencies across the Union, improving cost recovery, and ensuring that more work is carried out with, and through members. The latter will need greater oversight costs. This is planned in the 20-Year Strategic Vision.

The Financial Plan sees 78% of funding coming from bilateral and multilateral government agencies with the balance coming from foundations, the private sector, other organisations and the membership.

2. Strategic context

The Financial Plan 2026–2029 lays out how the IUCN programme of work and statutory objectives will be financed over the period 2026–2029. It sits nestled within the context of the 20-Year strategic vision. It takes into consideration risks and opportunities faced by the organisation and aims to ensure financial sustainability.

The IUCN Financial Plan 2026–2029 must support the unique aspects of IUCN whether it be through the maintenance of Union structures and processes, or through the delivery of the IUCN Programme 2026–2029.

- **IUCN Statutes and Council decisions**

The Financial Plan is a statutory document that is required to accompany implementation of the Programme of IUCN. The quadrennial Financial Plan is prepared by the IUCN Secretariat, and submitted by the Director General to the World Conservation Congress for approval together with the comments of the Council and the Treasurer.

- **IUCN Programme 2026–2029**

The IUCN Programme 2026–2029 provides a roadmap of how IUCN will catalyse opportunities, build momentum and achieve impact. Through its Programme, IUCN has an opportunity to support IUCN's government Members in implementing the decisions of the 15th Conference of the Parties to the Convention on Biological Diversity, to encourage IUCN's non-governmental and Indigenous Peoples' Organisations to make equivalent pledges, and to convene high-level summits for non-state actors, including the private sector and cities, to contribute to Programme objectives.

The IUCN Programme 2026–2029 comes at a time when there is increasing recognition, and sense of urgency, that nature and its life support systems must be conserved in order to guarantee human well-being over time. Expectations are high, particularly in light of the profound urgency of change needed for nature. From a financial perspective, these challenges bring fundraising, cost-efficiency and accountability to the forefront, and require that IUCN provides value-for-money when delivering its programme of work.

3. Scope and objectives

The Financial Plan has the following high-level objectives:

1. Support the implementation of the IUCN Programme 2026–2029

The IUCN Programme 2026–2029 will be implemented through the combined capacity of its Members and the components² of the Union. This Financial Plan covers the Secretariat's contribution to the implementation of the Programme. It includes funds secured and to be secured through active fundraising and expenditure to be incurred on Programme delivery. It includes expenditure to be incurred by Members and Commissions to the extent that it passes through the accounts of the Secretariat. Contributions from Members towards the implementation of the Programme are expected to be significant but are not included in the Financial Plan. Similarly, voluntary contributions and volunteer time from members of the seven IUCN Commissions are not included in the Financial Plan.

2. Provide funding to meet the statutory objectives of IUCN

The majority of the statutory objectives of IUCN are met through the implementation of the IUCN Programme. Through the Programme, IUCN mobilises its Members, builds their capacity and promotes cooperation and collaboration. Additional funding is, however, required for the development of the Union, including the provision of services to the membership and support to the network of Commission experts. Funding is also required to support the governance structures of IUCN, including the World Conservation Congress which takes place every four years.

3. Provide investment funding to enhance operational capacity

Investments will be made to enhance structural and operational capacity, increase efficiency and to support resource mobilisation and portfolio growth.

4. Ensure the financial sustainability of IUCN

Financial stability is key to ensuring the sustainability of the Union as well as continued growth and impact.

The Financial Plan seeks to ensure financial sustainability by:

- a) providing a basis for building unrestricted reserves from the current level of CHF 26.8 million net (December 2024) towards a target level of CHF 36 million by end 2031. This will be achieved by budgeting annual surpluses;
- b) making adequate provision in annual budgets to cover operational risks;
- c) ensuring adequate levels of cost recovery from restricted funding to cover infrastructure and operational costs;
- d) proactive management of the cost structure; and
- e) putting in place and implementing an effective resource mobilisation strategy.

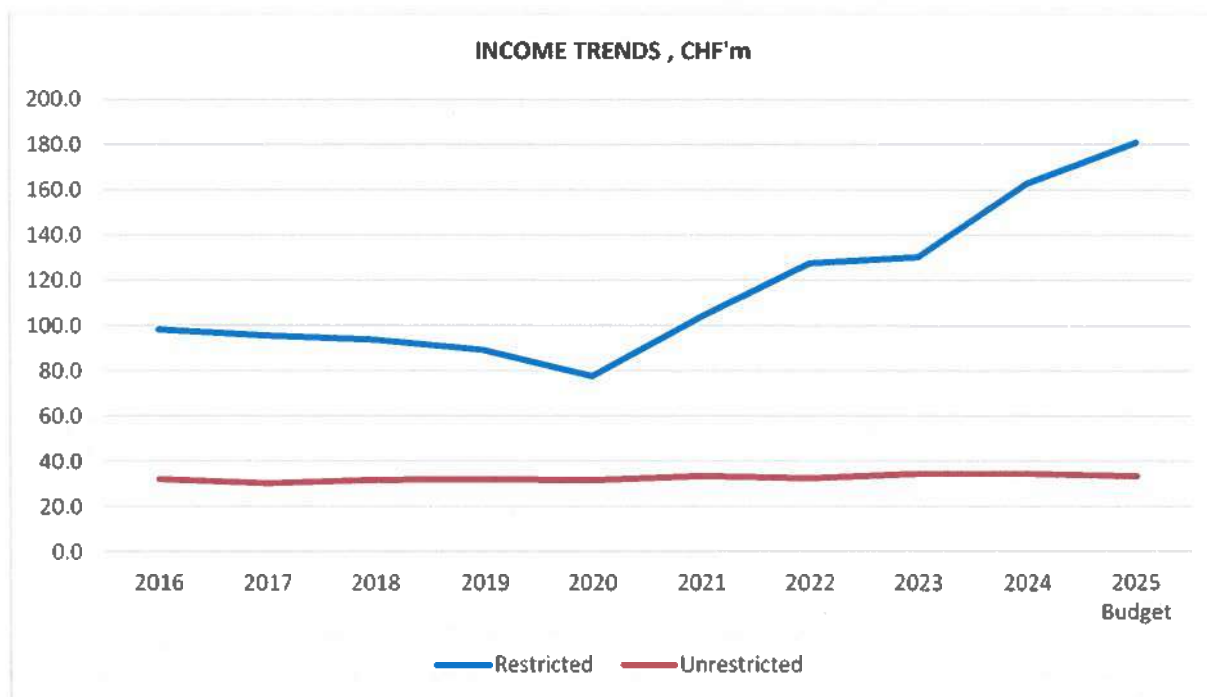
² The IUCN Statutes (Article 15) describe the components of IUCN as: (a) the World Conservation Congress; (b) the Council; (c) the National and Regional Committees and Regional Fora of Members; (d) the Commissions; and (e) the Secretariat.

4. Historic trends and the current financial situation

Income

IUCN receives both unrestricted and restricted funding. Over the last 10 years unrestricted income has remained constant and restricted income has increased (Figure 2).

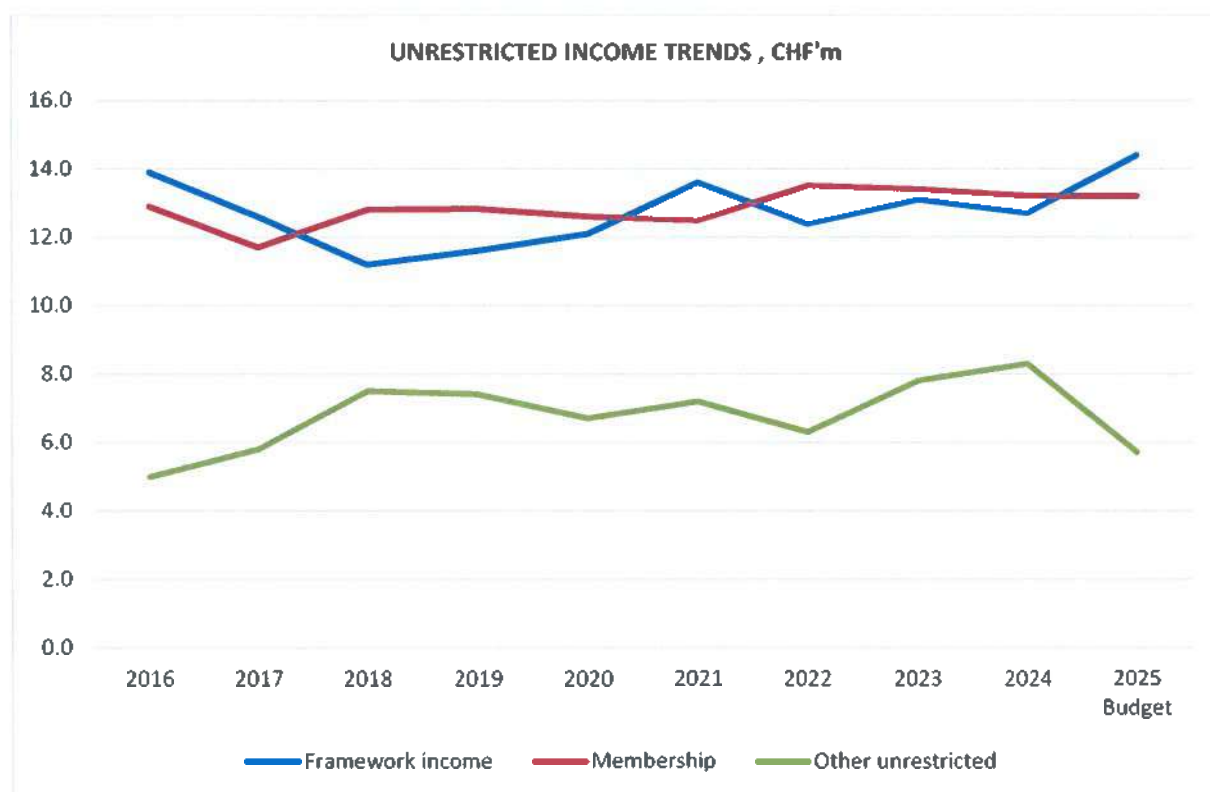
Figure 2: Income trends 2016–2025, CHF million



IUCN has three unrestricted income streams:

- Membership dues: statutory income paid by IUCN Members;
- Framework income: programmatic funding from governments that is not tied to particular programmes or projects; and
- Other unrestricted income: including philanthropy, rental income, service fees and in-kind goods and services.

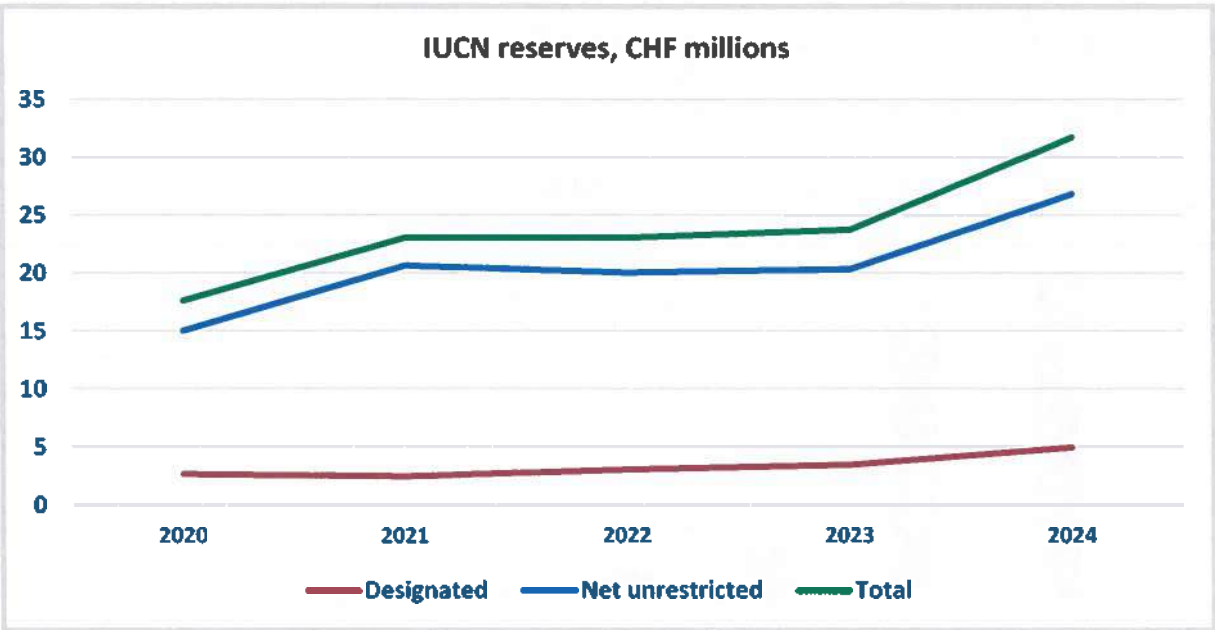
Figure 3: Unrestricted income trends 2016–2025, CHF million



Framework income has declined in the years until end 2024, whereas membership dues have remained flat. Other unrestricted income is more variable in nature with 2023 and 2024 benefiting from increased investment income.

Total reserves have increased from CHF 17.6m at the end of 2020 to a level of CHF 31.7m at the end of 2024, comprising net unrestricted reserves of CHF 26.8m and designated reserves of CHF 4.9m (Figure 4). Council has set a reserves target of CHF 36m for unrestricted reserves.

Figure 4: IUCN reserves, CHF million



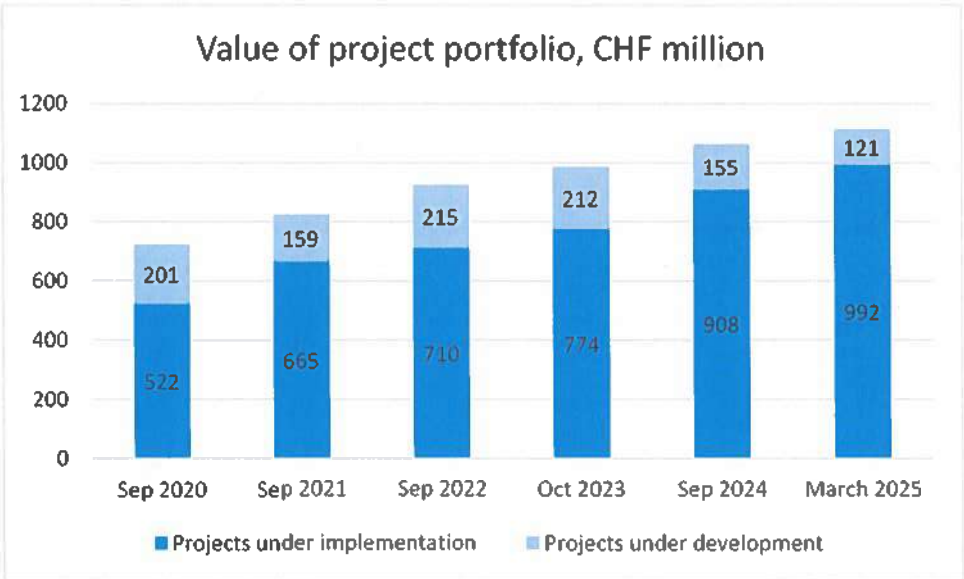
Source: Audited financial statements

Designated reserves are unrestricted reserves that have been allocated (“ring fenced”) by Council for a specific future purpose, e.g. for the funding of the 2025 World Conservation Congress.

Project portfolio

The project portfolio represents the value of contracts under implementation at a point in time. Figure 5 shows the evolution of the project portfolio.

Figure 5: Project portfolio evolution

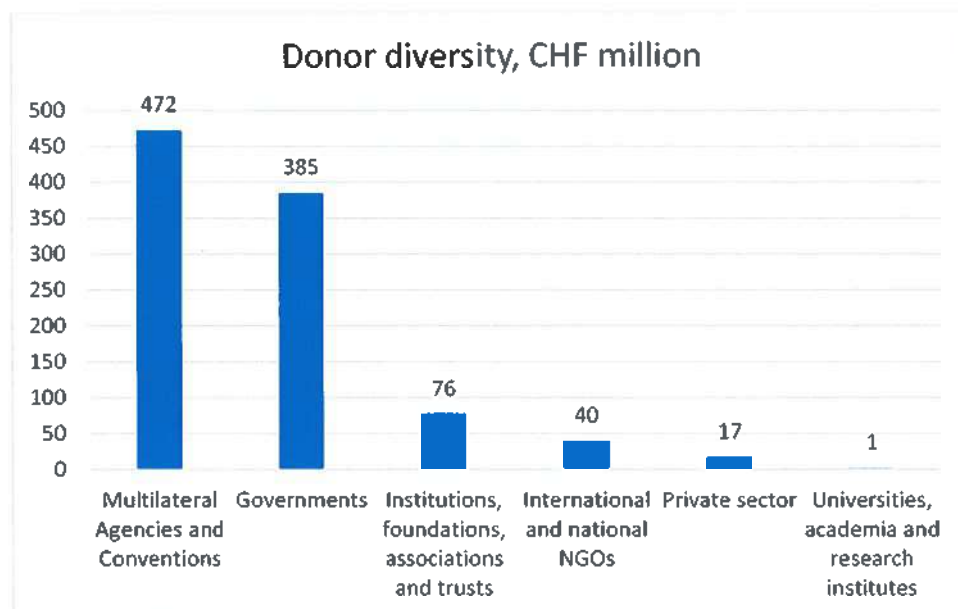


The value of the portfolio has increased steadily from 2020.

Donor diversity

The current portfolio is funded as shown in Figure 6.

Figure 6: Current portfolio by funding source



Source: Project Portal 31 March 2025

Of the current portfolio under implementation, multilateral agencies account for 47.6% of funding and government agencies (bilateral) 38.8%. The main multilateral donors are the European Union (EU), Global Environment Facility (GEF) and Green Climate Fund (GCF). The main bilateral donors are OECD DAC³ countries.

Approximately two-thirds of projects are over CHF 5 million each and 35% are of a size in excess of CHF 15 million. The largest projects are in partnership with multilateral agencies and governments.

³ Organisation for Economic Co-operation and Development, Development Assistance Committee

5. Assessment of financial risks

Table 3 provides an assessment of the financial risks faced by IUCN for the 2026–2029 period and how these will be mitigated.

Table 3: Financial risks

Risk and ref to institutional risk register	Detail	Inherent/Residual risk level	Risk mitigation
Framework partners reduce core support to IUCN or convert core support to restricted funding R8	The 2024 unrestricted level of framework income is CHF 13m, provided by nine partners. If framework income is reduced, IUCN would need to either reduce costs and activities funded by framework funding or obtain restricted funding for the same activities.	High/Medium	• Impactful Programme that speaks to framework donor priorities • Effective Programme delivery • Diversify via new unrestricted or loosely restricted funding streams • Manage carefully exiting framework donor relationships • Obtain new framework donors
State Members withdraw resulting in a reduction in membership income R18	80% of membership income is paid by State Members (CHF 9.8m). If State Members perceive IUCN as not offering value for money they could withdraw.	High/Medium	• Implement elements of Membership development report • Membership marketing campaign to diversify income sources • Create new membership categories
Governance gaps and weaknesses identified in the external review of IUCN's governance are not addressed R1	IUCN needs to align its governance structures and practices with global best practice, thereby building trust with IUCN partners and donors.	Medium/Low	• Plan developed, with timelines, of action to be taken in response to recommendations made
Unplanned losses R10 / R11 / R19 / R20	Project restricted income accounts for approx. 83% of total income. The portfolio carries an inherent level of risk that could result in the necessity to write off costs considered ineligible by a donor or as a result of cost over-runs.	High/Medium	• Effective controls and portfolio risk management • Solid due diligence protocols • Skilled portfolio and project managers (training) • Periodic review of operational systems and processes (as part of ERP project) • Increase capacity for monitoring and reporting, including dashboards and digital reporting
Foreign exchange losses R16	IUCN operates in 50+ countries using a variety of currencies.	High/Medium	• Foreign exchange management and hedging strategy • Obtain expert advice from independent advisor on managing this risk
Investment losses R6	IUCN has investments of approximately CHF 16m. Volatility in financial markets could lead to investment losses	High/Medium	• Investment strategy that results in low volatility and that is aligned with IUCN risk tolerance.
Insufficient investment in infrastructure R23	IUCN needs to continue to invest in systems and processes to improve internal control and process efficiency and to remain competitive	High/Medium	• Adequate allocation of core funds • Smart investments • Shift some support functions to portfolio funding, e.g. planning, monitoring and evaluation and impact measurement

Risk and ref to institutional risk register	Detail	Inherent/Residual risk level	Risk mitigation
Unpredictable portfolio income streams due to inconsistent delivery R10 / R11 / R19	IUCN needs to ensure quality delivery in line with contractual project timelines	High/Medium	- Enhanced project delivery oversight through investment in planning, monitoring, evaluation and risk - Enhanced collaboration across units
Economic and Geopolitical uncertainty R7	Geopolitical changes deprioritizing nature conservation could impact the Financial Plan in several ways: - Reduction in membership dues if Members experience financial difficulties - Reduction in framework and restricted income as a result of a general reduction or re-prioritisation of donor funds	High/Medium	- Accelerate implementation of Financial Strategy to generate unrestricted or loosely restricted funding from new sources (private sector, trusts and foundations and other more innovative streams) - Align the drivers of nature and biodiversity loss more closely with development and humanitarian agenda to ride their wave. - Extend membership categories and carry out marketing to increase IUCN membership - FAC task force to monitor and prepare for future challenges

Certain of the above risks, such as foreign exchange risk, project deficit risk, and loss of IUCN Members will be covered by operational provisions included in annual budgets. If financial losses exceed the level of annual provisions they will be absorbed by reserves.

The impact that a specific risk event has on reserves depends on timing and the extent to which it is forewarned. For example, a framework partner is likely to give advance notice if it intends to reduce or withdraw support to IUCN. This would allow budgetary adaptation by the Secretariat.

6. Key Performance Indicators (KPIs)

Table 4 below shows the main KPIs to be monitored by FAC. The KPIs are mapped to the “big 5” of the Finance Strategy annex to the 20-year Strategic Vision.

Table 4: Financial targets

Measure	Target	Purpose	Link to “big 5”
% unrestricted operating income	Average of 16% pa unrestricted/loosely restricted funding	Shows level of flexibility in expenditure decisions	1
Increase private sector engagement	15 new solid contracts over the period	Improve diversification of funding	1
Level of unrestricted reserves vs target reserves level (reviewed annually)	30m CHF by end 2029 and 36m by end 2032	Indicator of financial stability	1
Result for the year/period, after designated reserve transfers	Per quadrennial plan	Monitor progress towards annual unrestricted reserves target	2
Project portfolio risk	Reduce high risk portfolio proportion from 45% to 40%	Reduction in portfolio risk by increasing less risky contracts	3
Cost Recovery	> 65% of operational costs	Projects contribute fairly to operating costs	4
Project portfolio implementation rate	80%	Shows how we are delivering (financially) compared with plan/budget	5
Level of progress made on the Outcome core indicators; the output progress marker and the catalytic roles indicators (see Section 6 of the Programme document).	N/A	Linking financial investment to non-financial results	5

The big 5 are as follows:

- (1) increasing unrestricted income and diversifying revenue streams
- (2) building reserves
- (3) de-risking the portfolio and addressing long-term risks
- (4) increasing cost recovery,
- (5) controlling costs and investing in programming to achieve mission and future development

7. Financial overview 2026–2029

This section provides projections for the 2026–2029 period. A more detailed analysis is provided in section 11.

Based on an assessment of Programme and Operational needs, and fundraising targets, IUCN expects to raise CHF 871 million and expend CHF 867 million over the four-year period 2026–2029. The balance of CHF 3m will be used to build reserves.

Table 5: Income and expenditure summary 2026–2029

Income and expenditure summary	2026-29
	Plan
	CHF m
Unrestricted income	
Membership dues	59
Framework income	45
Other unrestricted income	32
Total unrestricted income	136
Restricted income	735
Total income	871
Programme expenditure	
Scaling up socially inclusive conservation on land, water and oceans	482
Transformational change	322
Total programme areas	804
Corporate functions	43
Union development	20
Total expenditure	867
Allocation to reserves	3

Income

The main sources of income that will fund the Financial Plan are:

1. Membership dues
2. Framework funding
3. Other unrestricted income
4. Restricted funding for programmes and projects

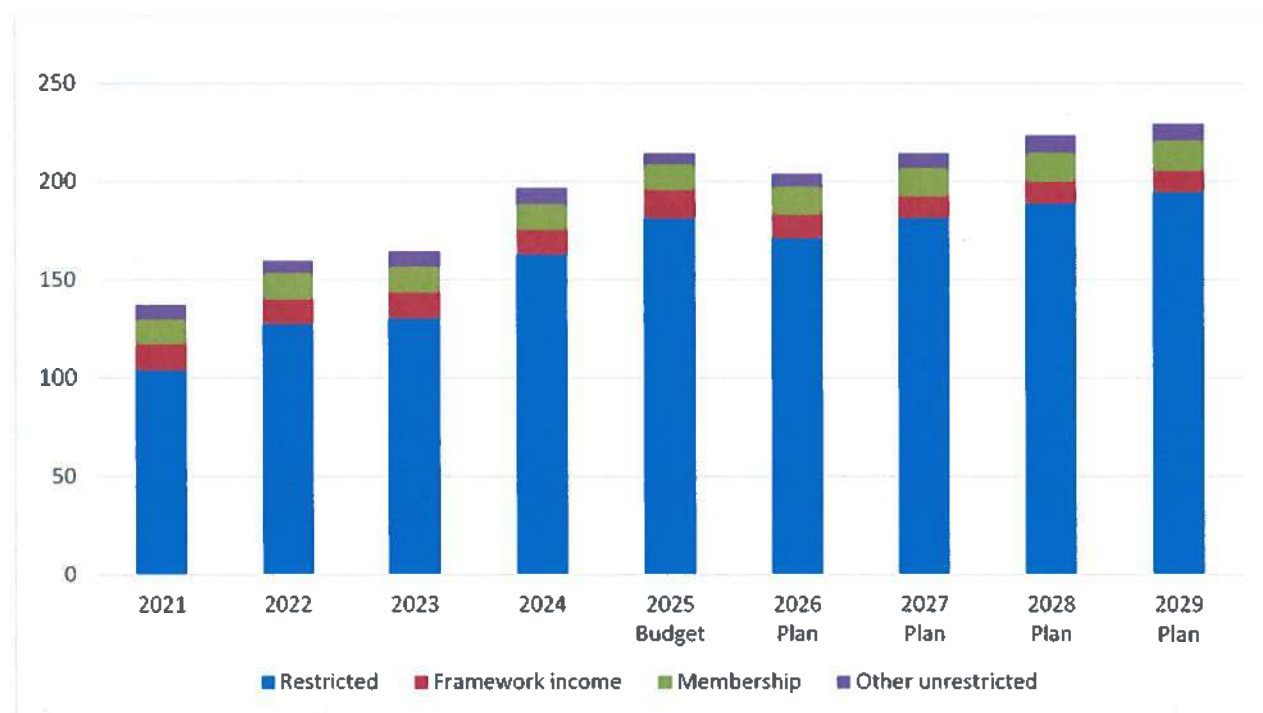
The four-year totals for these income sources and their comparison to the previous four-year- period are shown in Table 6:

Table 6: 2026–2029 plan income vs 2022–2025 forecast income

2026–2029 Financial plan income summary vs 2022–2025 forecast income	Total 2022-2025	Total 2026-2029	Increase/ (Decrease)
	Forecast	Plan	
	CHF m	CHF m	
Unrestricted Income			
Membership dues	53	59	6
Framework income	53	45	(8)
Other unrestricted income	28	32	4
Total unrestricted income	134	136	2
Restricted income	601	735	134
Total income	735	871	135

On an annual basis, these income streams are expected to evolve as shown in Figure 7.

Figure 7: Income evolution 2021–2029, CHF million



Total annual income is expected to increase from CHF 196.9m in 2024 to a level of CHF 229.2m in 2029.

Membership dues

An increase of 11% is planned. This is driven by:

1. Increases in the number of Members.
2. Inflationary increases in membership dues.
3. Potential new membership classes
4. Mobilising greater number of sub-governments eg City members

Framework income

Framework income is provided by IUCN's Framework Partners and is essential for IUCN's performance as a Union and for the delivery of the IUCN Programme. To qualify as framework income it must not be tightly restricted such as project funding but must be flexible and more widely used in a global context. Framework income projections have been reduced slightly to acknowledge increased risk.

Other unrestricted income

Other unrestricted income is planned to increase by 14%. The primary driver is the projected return on investment in fundraising necessary to mitigate economic and geopolitical risks.

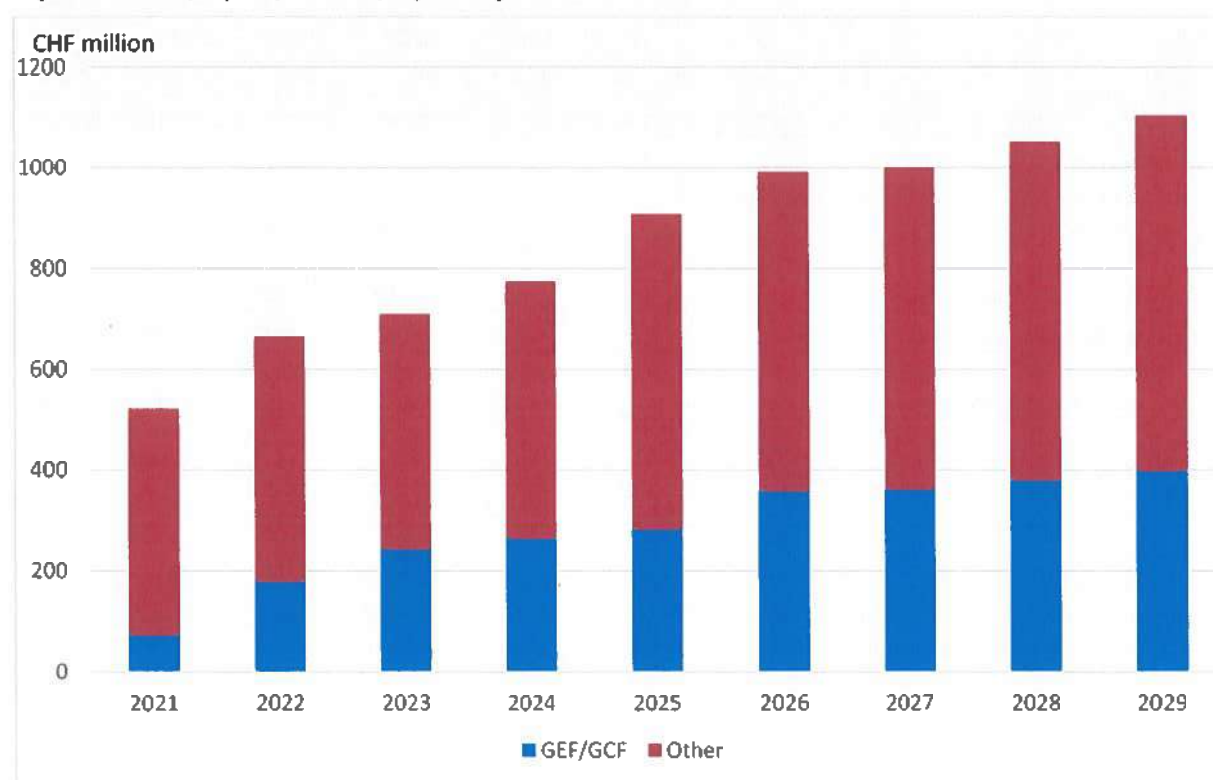
Restricted income

Restricted income is planned to increase by 22% over the four-year period. This equates to approximately a 6% year-on-year increase. This will be driven primarily by the continued growth of the GEF/GCF portfolio as projects currently in development come on stream. In addition, modest growth in the number and value of projects funded by other donors is expected as a result of a focus on large-scale programmatic initiatives that will deliver against key results and impact areas of the 2026–2029 Programme.

IUCN project portfolio

The value of IUCN's project portfolio (total value of projects under implementation) stood at CHF 908m in September 2024 and is expected to increase at an average rate of 5% a year, reaching a level of CHF 1,104m by 2029, as shown in Figure 8.

Figure 8: IUCN project portfolio projected growth, CHF million



The increase in the project portfolio will be driven by growth in the GEF and GCF portfolio and by new regional and global thematic initiatives linked to the 2026–2029 Programme results.

Income mix

The Financial Plan for 2026–2029 foresees the percentage of unrestricted income relative to total income falling from 18% to 16%. This change in the mix of income presents a major challenge. Unrestricted income is needed for IUCN to meet its statutory objectives, to invest in priority programme areas and to fund the institutional infrastructure necessary to support programme implementation. It is also needed to innovate and navigate new ideas for the future of nature. In absolute terms, an increase of CHF 2m in unrestricted income is planned compared to the forecast for 2022–2025.

IUCN will adapt to the lower percentage of unrestricted income by:

- increasing efficiency and streamlining programmatic and corporate structures;
- ensuring higher levels of costs recovery – full cost recovery principle;
- building in risk and contingencies to existing budgets where possible
- designing projects that leverage core institutional functions such as knowledge generation and policy influencing, thereby reducing the reliance of these functions on unrestricted funding; and
- funding country offices on a demand-responsive basis from restricted funding.

Expenditure

Projected expenditure by programme area over the four-year period is broken down as follows:

Table 7: Programme expenditure 2026–2029

Programme expenditure	2026	2027	2028	2029	2026-29
	Plan	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m
Programme areas					
Scaling up socially inclusive conservation on land, water and oceans	112	119	124	127	482
Transformational change	75	79	82	85	322
Total programme areas	187	198	206	212	804
Secured or in development	178	102	52	14	346
To fundraise	9	96	154	199	458
Total	187	198	206	212	804

The above figures are indicative and are based on an assessment of the current portfolio and how this is expected to evolve over the four-year period. Of the total of CHF 804m, CHF 346m is already secured or based on projects in development.

8. Investments

Investments over the period 2026–2029 will be guided by the Financial Strategy of the 20-year Vision, steps one and two. These focus on investing in creating new revenue streams and investing in technology to increase efficiencies.

There are three steps in total:

STEP 1 Improve and strengthen our existing model;

STEP 2 Expand our income generating activities and broaden our approach to growing our unrestricted reserves; and

STEP 3 Use mission-driven finance to innovate and grow our impact.

The following areas of investment are foreseen:

1. Investing in technology

During 2026–2029, IUCN will take a phased approach to replacing parts of its IT infrastructure, to take advantage of new technologies such as AI, integration tools and off-the shelf systems which are frequently updated. The goal is to increase efficiency via technology and processes review in tandem.

2. Development of a platform to capture Members' contributions to the IUCN Programme

The 2026–2029 Programme is a programme for the Union. To demonstrate delivery against programme targets the Contributions to Nature platform is already successfully capturing member activity. We will further develop this platform along with giving space for members to demonstrate their work. Regional membership focal points would assist Members to use the platform.

We may also develop a fundraising platform to help develop small nature-led businesses.

3. Strengthening resource mobilisation and relationship management

Investment will be made in resource mobilisation to ensure strategic engagement with existing multilateral and bilateral donors and to build funding from trusts, foundations, philanthropy and the private sector. In addition, IUCN will accelerate the development of new revenue streams based upon a study being carried out in 2025.

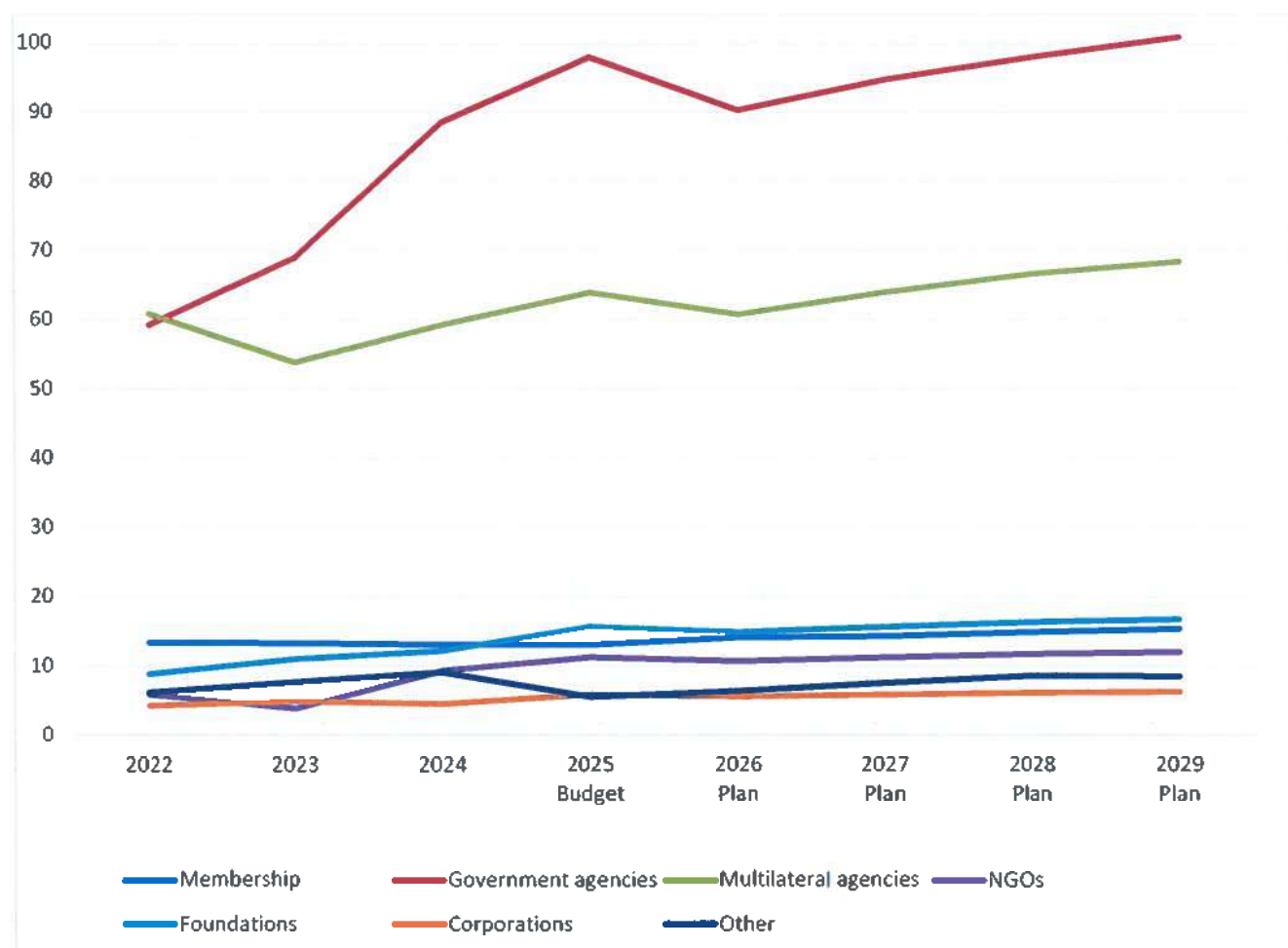
9. Resource mobilisation

IUCN operates in an increasingly competitive and results-accountable environment. To deliver the 2026–2029 Programme IUCN will require an adequate level of predictable and multi-year investment from ongoing and new donors.

Historically, IUCN's main source of funding has been Official Development Assistance (ODA), through the provision of unrestricted (core) and restricted (projects and programmes) funding from bilateral government agencies and multilateral agencies. Income from bilateral agencies formed the largest share, representing 42% of total income over the period 2022–2025. The second largest share was from multilateral institutions at 33% over the same period. Income from philanthropy and the private sector remained stable over the period 2022–2025, representing 6% and 3% respectively.

Figure 9 shows the expected evolution of funding streams over the period 2026–2029, in CHF million.

Figure 9: Evolution of funding streams, CHF million



Official Development Assistance from OECD DAC countries and multilateral institutions will remain the largest income source to support the implementation of the IUCN Programme 2026–2029. Over the years, OECD DAC countries and multilateral institutions have shown an important commitment to the IUCN Programme, and it is expected that by strengthening the organisation's efficiency and visibility this support will continue. In recent years, however,

international aid has undergone a fundamental shift, with many donor countries reducing their commitments, restructuring their priorities, and increasingly aligning aid with domestic political and economic concerns. This trend, often driven by nationalist and populist movements, has profound implications for global development, humanitarian assistance, and international cooperation. To reduce risk and uncertainty IUCN needs to diversify and broaden its donor base.

IUCN's resource mobilisation strategy will therefore focus on growing and diversifying the resource base to ensure sustainable resources for the implementation of the IUCN Programme from traditional OECD DAC countries as well as non-OECD DAC countries, multilateral institutions – building on IUCN's role with the GEF, GCF and EU, strengthening our engagement with Regional Development Banks, as well as more structured engagements with philanthropic donors and the private sector.

IUCN will prepare contingency plans in case of loss of revenue as a result of geopolitical decisions.

Framework funding:

IUCN's Framework Partners – currently nine OECD DAC donor countries – provide flexible funds to leverage growth and innovation, alongside significant programmatic funding to achieve the outcomes described in the 2026-29 Programme.

Shifts in donor priorities in recent years have resulted in a decrease in unrestricted funding during the past two intersessional periods, while the overall value of project restricted funding has increased steadily – including restricted funding from Framework Partners.

During the period 2026–2029, IUCN will focus at minimum on maintaining the same level of multi-year framework funding that was secured during the period 2022–2025. Targeted engagements with Framework Partners will be prioritised at the start of the intersessional period. Sustaining strong relations with Framework Partners who are also State Members will require continued and intensified engagements at the political level (in capitals and at country level) as well as at the technical level.

At the same time, IUCN will work towards identifying OECD DAC donors who are significant project donors to IUCN but not Framework Partners and work towards commitments to provide Framework funding. IUCN will continue to explore opportunities for new Framework funding with non-OECD DAC emerging economies and Gulf States. This will require focused and strategic outreach with IUCN State Members.

The role of the IUCN Council will be key in supporting the growth of Framework Partners.

Patrons of Nature:

Unrestricted funding from Patrons of Nature remained stable between 2022 and 2025. Stronger engagement with Patrons during this period enabled IUCN to secure significant additional support for new and strategic initiatives. This included funding for the Sports for Nature initiative, enhanced support for the IUCN Red List of Threatened Species, and instrumental contributions to IUCN's expanding work on ocean conservation. IUCN will continue to invest in growing the Patrons of Nature initiative over the 2026–2029 with unrestricted and flexible funding.

Other unrestricted funding:

During the 2026–2029 period IUCN will use the results from the 2025 fundraising study to grow unrestricted funding. This will see IUCN focusing on trusts, foundations and flexible funding from the Private Sector.

The 2022 to 2025 ratio of unrestricted to restricted funding is 22%. To maintain this funding ratio IUCN would need to supplement the 2026-2029 quadrennial plan by an additional CHF 29m of unrestricted funding.

Restricted funding:

IUCN's growing project portfolio is strongly supported by bilateral donors – the bulk of which is provided by OECD DAC countries – as well as by multilateral institutions, together supporting close to 80% of the project portfolio. Foundations, the private sector and non-governmental organisations represent a stable but small percentage of project funding.

During 2026–2029 IUCN expects to see a growth of between 4 to 6% per year in restricted funding. Much of this will be through increased partnerships with multilateral institutions and bilateral agencies, while IUCN will seek to increase its share of project support from foundations and the private sector.

The 20-Year strategic vision sees IUCN working more closely with, and through, Members to achieve results.

Bilateral funding:

Bilateral funding remains IUCN's largest source of funding.

While the level of funding from bilateral agencies is expected to remain stable with a small increase during 2026–2029, it should be noted that many countries have made significant cuts to their aid budgets or shifted focus toward national interests, resulting in underfunding of critical initiatives related to human rights, health, environment and climate issues. In 2024, IUCN's five largest bilateral donors were Germany, USA, Sweden, Norway and France.

IUCN will focus on consolidating and strengthening its strategic engagements with key donors through large-scale initiatives that will deliver against key results and impact areas of the 2026–2029 Programme. At the same time, IUCN will look to diversify its donor base further to reduce the risk of dependency on a few large donor countries. This will be done by engaging with current and potential OECD-DAC donors, while at the same time reaching out to non-OECD DAC emerging donor countries to expand and develop new opportunities for collaboration. IUCN will seek to increase its level of engagement with smaller donors.

At the regional and country level, IUCN will seek to continue to develop stronger links with bilateral aid agencies to strengthen the programmatic collaboration through the development

of regional and country partnership agreements. Strong engagement and clear links to partner country priorities remains critical to ensure IUCN's strategic positioning.

Multilateral funding:

Multilateral funding has seen a steady growth during the period 2021–2024 and is expected to continue to grow over the next four years.

Since the Programme inception, the Global Environment Facility, the Green Climate Fund, the European Union and the World Bank remain IUCN's largest donors with a large portfolio.

The current portfolio with the European Union (CHF130m +) is expected to increase steadily following IUCN's successful completion of its pillar assessment in 2024. This status enables greater opportunities to build large on-granting mechanisms for IUCN Members and other partners and avoids high transaction costs through competitive bidding.

Engagement with regional development banks remains limited. Over the 2026–2029 period, IUCN will seek to strengthen and develop new collaboration with key regional development banks, in particular through the implementation of joint MoUs and roadmaps to support the delivery of the IUCN Programme at regional level. IUCN will work with Regional Offices and the IUCN Council to develop clear and targeted engagement plans to respond to regional priorities.

Private sector:

IUCN's engagement with business remains stable but small, representing 3% of IUCN's income. The engagements focus primarily on changing business practices by working with companies and key commercial sectors to identify their impacts on biodiversity and create innovative solutions.

In the 2026–29 Programme IUCN will aim to use its data and knowledge to help the Private Sector evaluate their impact on nature, see how they can implement effective Nature based Solutions and how they can report more effectively. This will provide better decision making for nature. We also plan to leverage the Private Sector and their innovation and investment tools to demonstrable a difference for nature.

During 2026–2029 IUCN will also seek to strengthen its efforts to mobilise private investment in conservation. There are significant opportunities for IUCN to grow this area of work but investments will be needed institutionally to move this forward.

Beyond programmatic engagement, IUCN receives sponsorship and donations – mostly through Corporate Social Responsibility (CSR) budgets. A number of new engagements have provided interesting platforms to increase IUCN's visibility as well as increase awareness of IUCN, particularly around the Red List of Threatened Species.

During 2026–2029 IUCN will increase the number of engagements with the private sector through their CSR commitments to support the implementation and delivery of the IUCN Programme.

IUCN's engagement with the private sector is subject to IUCN's Operational Guidelines for Private Sector Engagement. Application of the guidelines ensure coherence and consistency when embarking on new engagements and help the organisation reduce the risk of damage to its reputation as a result of working with the private sector.

Foundations:

Income from trusts and foundations represented CHF 12m in 2024. Competition in this area is significant and will require investment in strengthening business development and building stronger relationships in key countries and markets. A limited increase is expected during 2026–2029. IUCN has seen an increase in membership from philanthropic foundations, demonstrating a wish to engage and support the work of the Union. IUCN will host its first Philanthropic Summit during the World Conservation Congress in Abu Dhabi in 2025, paving the way for a more structured engagement with foundations.

10. Annual projections 2026–2029

a. Global budget

The Financial Plan is broken down into two sections: unrestricted income and expenditure; and restricted income and expenditure, as shown in Table 8.

Table 8: Unrestricted and restricted income and expenditure

	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Unrestricted and restricted income and expenditure	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Unrestricted income and expenditure								
Unrestricted income								
Membership dues	13.5	13.4	13.2	13.2	14.3	14.5	15.0	15.5
Framework income	12.4	13.1	12.7	14.4	12.0	11.0	11.0	11.0
Other unrestricted income	6.3	7.8	8.3	5.7	6.5	7.7	8.7	8.7
Total unrestricted income	32.2	34.3	34.2	33.3	32.8	33.2	34.8	35.1
Unrestricted expenditure	29.9	25.9	26.6	31.3	30.8	30.6	31.2	31.4
Surplus before investments	2.3	8.4	7.6	2.1	2.0	2.6	3.6	3.8
Investments	2.3	3.1	1.3	1.7	1.3	2.2	2.5	2.5
Surplus/(deficit) after investments	-	5.3	6.3	0.4	0.7	0.4	1.1	1.2
Transfer from/(to) designated reserves	(0.6)	(0.5)	(1.5)	1.7	(0.5)	(0.3)	-	0.8
Result after reserve transfer	(0.6)	4.8	4.8	2.1	0.2	0.1	1.1	2.0
Restricted income and expenditure								
Restricted income	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Restricted expenditure	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Surplus/(deficit)	-	-	-	-	-	-	-	-
Total income and expenditure								
Total income	159.6	164.4	196.8	214.3	203.7	214.4	223.2	229.2
Total expenditure	159.6	159.1	190.5	213.9	203.1	214.0	222.1	228.0
Transfer from/(to) designated reserves (DR)	(0.6)	(0.5)	(1.5)	1.7	(0.5)	(0.3)	-	0.8
Surplus/(deficit) after DR transfers	(0.6)	4.8	4.8	2.1	0.2	0.1	1.1	2.0

A breakeven result was realised in 2022. A surplus was achieved in 2023 and 2024 and is planned for 2025. Modest surpluses are planned over the period 2026–2029, leading to an overall increase in reserves of CHF 3.4m.

b. Unrestricted income and expenditure

i. Membership income

Table 9 shows the expected evolution in the number of Members and Table 10 the corresponding value of dues

Number of Members

Table 9: IUCN Members

IUCN Members category	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	Number	Number	Number	Number	Number	Number	Number	Number
States	86	86	85	88	88	85	86	85
Government agencies incl. subnational governments	125	132	130	130	132	128	130	133
National Non-Governmental organisations	1063	1075	1028	1082	1082	1100	1120	1140
International Non-Governmental Organisations	100	98	94	98	98	95	95	95
Indigenous Peoples' Organisations	25	27	29	28	28	27	27	27
Affiliates	53	56	51	58	57	56	57	56
Total	1,452	1,474	1,417	1,484	1,485	1,491	1,518	1,536
Growth		2%	-4%	5%	0%	0%	2%	1%
Growth over intersessional period				2%				3%

We predict a modest growth in member numbers during the period 2026-29. This is driven mainly by Subnational governments e.g. Cities, as well as growth in national non-governmental organisations.

We also see the potential expansion of member numbers into new classes of voting and non-voting membership. This potential growth is not included in the above figures.

Value of membership dues

Table 10: Membership dues

Membership dues	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
States	9.8	9.8	9.8	9.8	10.0	10.0	10.1	10.2
Government agencies incl. subnational governments	1.1	1.1	1.3	1.5	1.9	2.0	2.3	2.6
National Non-Governmental organisations	1.6	1.6	1.4	1.4	1.5	1.5	1.5	1.6
International Non-Governmental Organisations	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6
Indigenous Peoples' Organisations	0.0	0.0	0.0	-	0.0	0.0	0.0	0.0
Affiliates	0.2	0.2	0.2	-	0.1	0.1	0.1	0.1
New category	-	-	-	-	0.1	0.2	0.4	0.4
Total	13.5	13.4	13.2	13.2	14.3	14.5	15.0	15.5

The growth in membership fee income is driven by the growth in members and inflationary increases – see table 9.

ii. Framework income

Table 11: Framework income

Framework income	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Number of partners	9.0	9.0	9.0	9.0	8.0	8.0	8.0	8.0
Value of contributions (CHF m)	12.4	13.1	12.7	14.4	12.0	11.0	11.0	11.0
Annual growth		6%	-3%	13%	-17%	-8%	0%	0%
Growth over intersessional period				16%				-8%

The value of framework contributions increased by 16% over the period 2022 to 2025. Contributions are projected to decrease marginally over the 2026–2029 period.

iii. Other unrestricted income

Other unrestricted income includes a variety of items such as rental income and the in-kind value of tax concessions received from the Swiss Government. It also includes unrestricted donations from individuals such as the Patrons of Nature. Modest increases are foreseen over the 2026–2029 period.

iv. Unrestricted expenditure

Table 12: Unrestricted expenditure

Unrestricted expenditure	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Unrestricted expenditure	29.9	25.9	26.6	31.3	30.8	30.6	31.2	31.4
Investments	2.3	3.1	1.3	1.7	1.3	2.2	2.5	2.5
Total unrestricted expenditure	32.2	29.0	27.9	32.9	32.1	32.8	33.7	33.9
Annual growth		-10%	-4%	18%	-2%	2%	3%	1%
Growth over intersessional period				2%				6%

Unrestricted expenditure is aligned with the level of unrestricted income. It provides the capacity to meet statutory objectives, deliver sound governance, deliver core knowledge products and policy work, and support the delivery of the Programme.

Unrestricted expenditure is forecast to remain fairly constant over the period 2026–2029. Although it will be necessary to increase operational capacity to support a growing project portfolio, this will be funded from project restricted funding and increased cost recovery.

Unrestricted income is allocated during the annual budgeting process in accordance with the statutory objectives of IUCN and strategic priorities. The following are the key areas funded by unrestricted income.

- **Statutory obligations** such as the World Conservation Congress and governance meetings
- **Union governance and development functions** that are necessary for coordinating the delivery of the IUCN Programme and for providing associated constituency support
- **Strategic priorities that focus on delivery of priority programme results**, including:
 - a. allocations to Commissions to fund operational costs and capacity-building;
 - b. IUCN's global policy-influencing function;
 - c. flagship knowledge products; and
 - d. investments in thematic areas as a basis for leveraging restricted funding.
- **Programme delivery and support functions** that are necessary for the delivery of the Programme, including operational frameworks and standards
- **Corporate functions** necessary to provide a basic level of global operational infrastructure, oversight and fiduciary control, including corporate communications
- **Organisation-wide investments** such as investments in information technology that benefit components of the Union and support Programme delivery in addition to increasing efficiency
- **Allocations to cover institutional risks** both financial and programmatic

c. Restricted income and expenditure

i. Restricted income

Table 13: Restricted income

Restricted income	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Programme / Project income	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Annual growth		2%	25%	11%	-6%	6%	4%	3%
Growth over intersessional period				42%				14%

ii. Restricted expenditure

Table 14: Restricted expenditure

Restricted expenditure	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
Programme / Project expenditure	127.4	130.1	162.6	181.0	170.9	181.2	188.4	194.1
Annual growth		2%	25%	11%	-6%	6%	4%	3%
Growth over intersessional period				42%				14%

In accordance with IUCN's accounting policy, restricted income is recognised in line with expenditure. Restricted income and expenditure are forecast to increase by 14% over the period 2026–2029. Restricted income is programmatic in nature and accounts for over 90% of programme funding. Growth will come through expansion of the GEF/GCF portfolio and new large-scale, multi-year programmatic initiatives to be funded, primarily, by government agencies and other institutional donors.

d. Balance sheet

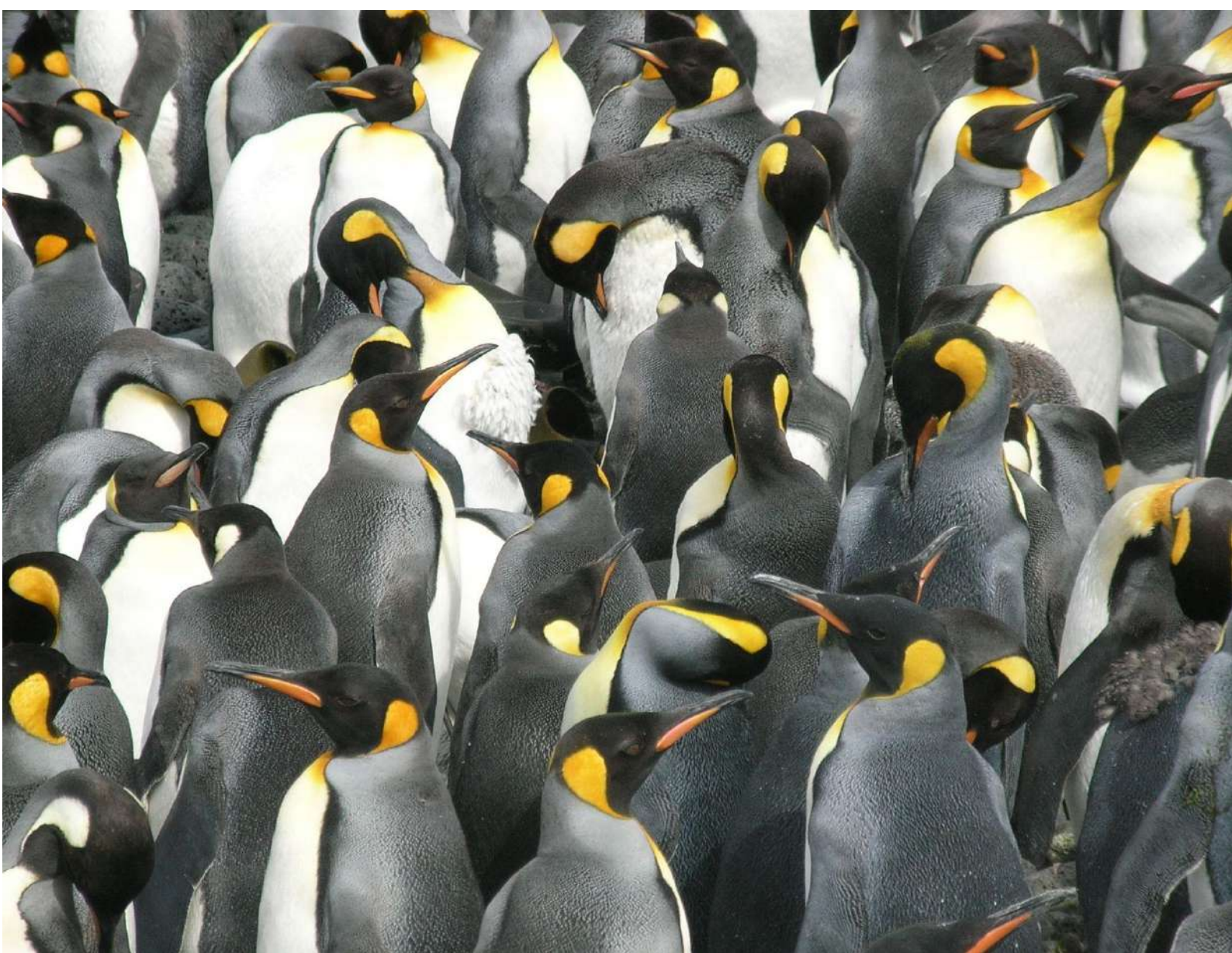
Table 15: Balance sheet projections

Balance sheet projections	2022	2023	2024	2025	2026	2027	2028	2029
	Actual	Actual	Actual	Budget	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Current assets								
Cash and short-term deposits	91	92	118	119	118	117	116	115
Investments	8	10	12	12	13	13	14	14
Other receivables	60	63	69	70	69	69	70	69
Total current assets	159	165	199	201	200	199	200	198
Non-current assets								
Fixed assets	19	22	21	21	23	25	26	27
Long term financial assets	5	5	4	4	3	3	2	2
Intangible assets	0	0	0	0	0	1	1	1
Total non-current assets	24	27	25	25	26	29	29	30
Total assets	183	192	224	226	226	228	229	228
Current liabilities								
Other liabilities	131	141	164	165	166	167	167	166
Provisions	5	5	7	7	8	8	8	7
Total current liabilities	136	146	171	172	174	175	175	173
Non-current liabilities								
Deferred income	14	13	11	12	10	11	11	11
Building loan	10	10	10	10	9	9	9	9
Total non-current liabilities	24	23	21	22	19	20	20	20
Designated reserves	3	3	5	3	4	4	4	3
Unrestricted reserves	20	20	27	29	29	29	30	32
Total reserves	23	23	32	32	33	33	34	35
Total liabilities and reserves	183	192	224	226	226	228	229	228

Table 15 shows the expected evolution of the balance sheet over the period 2022 to 2029. *Fixed assets and intangible assets* are expected to increase over the period 2026 to 2029, reflecting the investment in technology over the four-year period with cash decreasing slightly. Unrestricted reserves are forecast to increase by CHF 3m, in line with annual projected surpluses. The reserves target is expected to be achieved by the end of 2031.



IUCN Membership Dues Guide



OCTOBER 2025

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.

Published by: IUCN, Gland, Switzerland

Copyright: © 2025 IUCN, International Union for Conservation of Nature and Natural Resources

Reproduction of this publication for educational or other non-commercial purposes is authorised without prior written permission from the copyright holder provided the source is fully acknowledged.

Reproduction of this publication for resale or other commercial purposes is prohibited without prior written permission of the copyright holder.

Cover photo: © Ronald Lewis-Smith

Produced by: Membership and Commission Support Unit / Global Finance Group

Available from: IUCN (International Union
for Conservation of Nature)
Membership and Commission Support Unit
Rue Mauverney 28
1196 Gland
Switzerland
Tel +41 22 999 0000
Fax +41 22 999 0002
membership@iucn.org
<https://www.iucn.org/about/union/members/how-become-member-iucn>

Table of Contents

Introduction.....	4
Applicability of the Guide	5
Categories of membership	5
Membership dues calculation	5
<i>Category A: States, government agencies, subnational governments, and political and/or economic integration organisations</i>	<i>5</i>
States.....	6
Government agencies and subnational governments	6
Political and/or economic integration organisations	7
<i>Category B: National and international non-governmental organisations,</i>	<i>7</i>
<i>and Category C: Indigenous peoples' organisations</i>	<i>7</i>
National and international non-governmental organisations.....	7
Indigenous peoples' organisations	8
Assessment or reassessment of membership dues for categories B and C	9
<i>Category D: Affiliates</i>	<i>9</i>
Payment of dues	10
<i>When do dues become payable?</i>	<i>10</i>
<i>Non-payment of membership dues and withdrawals.....</i>	<i>10</i>
Are dues payable in case of withdrawal?	10
What happens if the Member doesn't pay its dues for 1 year?	10
What happens if the Members does not pay its dues for more than one year?	10
Voluntary withdrawal.....	11
Readmission	11
<i>How can dues be paid?.....</i>	<i>11</i>
Members	11
Applicant Member organisations	11
Adhesion of States	12
Payments details	12
IUCN dues groups for IUCN Members in Category A.....	13

Introduction

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

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

Members have the obligation to pay membership dues (Article 12 (c. (iii) of IUCN Statutes), which are essential to ensure a continued access to membership benefits and to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

While IUCN Members access the same benefits, regardless of their membership category¹, membership dues are based on the principle that contributions are scaled based on the financial capacity of each country or organization. This ensures that the financial contribution is shared fairly among all Members, considering Member countries' economies (for membership category A) and expenditure of the organisations (membership categories B and C). By scaling the dues to reflect the financial capability of each Member, IUCN fosters inclusivity, ensuring that even those with limited means can participate without being excluded due to cost.

For each membership category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes).

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

At the 2025 Congress (Abu Dhabi), the Members' Assembly approved³ Council's proposal to keep using the Swiss Consumer Price Index (CPI), with no adjustment when the index is negative. In line with this proposal, the membership dues have increased based on the cumulative inflation rate between January 2020, when the last increase in membership dues took place, and December 2024. From 2026 onward, membership dues will be adjusted every year, based on the annual update of Swiss Consumer Price Index approved by Council at its November meeting each year.

This Membership Dues Guide was approved by electronic vote of Members on [date and link to World Conservation Congress decision to be inserted]

¹ Except affiliate category that excludes voting and rights related to motions, elections and nominations

² <https://www.bfs.admin.ch/bfs/en/home/statistics/prices/consumer-price-index.html>

³ Sentence and relevant content will be adjusted if this is not approved at the 2025 Congress.

Applicability of the Guide

This Membership Dues Guide is applicable for all Members and applicants Members as from 2026 and will remain in force until a revised Guide is adopted by the World Conservation Congress.

Categories of membership

Membership of IUCN is divided into four categories, as defined in Articles 4 and 5 of the [IUCN Statutes](#).

- Category A: States, government agencies and subnational governments; political and/or economic integration organisations;
- Category B: national non-governmental organisations; international non-governmental organisations;
- Category C: indigenous peoples' organisations; and
- Category D: affiliates.

Membership dues calculation

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

As per Regulation 22⁴ of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies, subnational governments and political and/or economic integration organisations.

In the calculation of membership dues for States, government agencies, subnational governments and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget.

The definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision, while the repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council.

Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10, is shown in Table 1. To see the countries in each of the 11 dues groups, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

The latest “[UN scale of assessments for the period 2025-2027](#)”⁵ was published on 24 December 2024. Consequently, the IUCN Dues Guide has been updated to reflect the 2025-2027 UN Scale of assessments and it is valid from 2026.

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

IUCN CATEGORY A MEMBERS IN DUES GROUPS:	CORRESPOND TO	UN ASSESSMENT PERCENTAGES:
---	---------------	----------------------------

⁴ Regulation 22 of the IUCN Statutes: “Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...”.

⁵ <https://documents.un.org/doc/undoc/gen/n24/428/32/pdf/n2442832.pdf>

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

States

Table 2: States

Group	0	1	2	3	4	5	6	7	8	9	10
	8,273	16,535	33,081	54,714	83,877	125,741	192,519	263,026	313,598	420,828	526,040

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.⁶

Government agencies and subnational governments

For a government agency and a subnational government, the dues group is the same as that of its State. For the appropriate dues group of your government agency or subnational government please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

Government agencies:

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

- Government agency A: government agencies of a State where the State IS a Member of IUCN. Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups 0 to 3 who pay the rate based on Group 4⁷. Dues for government agencies type A are shown in Table 3.

- Government agency B: government agencies of a State where the State IS NOT a Member of IUCN. In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group 0 for which the rate of dues is the same as in Group 1⁶. Dues for government agencies type B are shown in Table 4.

Subnational governments:

The membership dues for subnational governments are governed by the scale for “Government agencies where the State is a Member of IUCN”, irrespective of whether the State is a Member or not. Dues for subnational governments dues are shown in Table 3.

Table 3: Dues for government agencies where the State is a Member of IUCN and subnational governments

⁶ If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

⁷ Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica

Group	0	1	2	3	4	5	6	7	8	9	10
	2,517	2,517	2,517	2,517	2,517	3,781	5,777	7,891	9,409	12,627	15,781

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.⁸

Table 4: Dues for government agencies where the State is not a Member of IUCN

Group	0	1	2	3	4	5	6	7	8	9	10
	4,131	4,131	8,273	13,679	20,975	31,456	48,130	65,759	78,397	105,212	131,507

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.⁹

Political and/or economic integration organisations

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

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

Dues for national and international non-governmental organisations and indigenous peoples' organisations, were established according to Regulation 23¹⁰.

Membership dues for national and international non-governmental organisations and indigenous peoples' organisations are calculated on the basis of the organisation's expenditure (in US Dollars).

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

Dues for national and international non-governmental organisations and indigenous peoples' organisations are shown in Table 5.

National and international non-governmental organisations

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

⁸ If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

⁹ If approved footnote to be added: Decision from the Members' Assembly in 2025 (refer to page 1 for more information)

¹⁰ Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council"

Venue-based organisations

- Solely for the purposes of calculation of membership dues, some Members in category B are classified as venue-based organisations¹¹. Membership dues for national and international non-governmental organisations which are considered as venue-based organisations are calculated on the basis of the organisation's **conservation activities expenditure** (instead of the total expenditure of the organisation).
- Expenditure on conservation activities is defined as:
 - a. what the Member reports as conservation expenditure in their audited accounts, or
 - b. if the Member's conservation expenditure is not included or reflected in their audited accounts, what the Member reports on a statement prepared for purposes of calculation of the membership fees, including all of the following elements:
 - 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.

Indigenous peoples' organisations

Membership dues for Indigenous peoples' organisations are calculated on the basis of the organisation's **total expenditure** (in US Dollars).

- Total expenditure is defined as all expenditure of the organisation during the year. This includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes.
- Total expenditure should agree with the organisation's audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation's board or trustees.

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

Group	Total Expenditure bands or total conservation expenditure for venue-based organisations (USD)		Membership dues scale (CHF)
	FROM (≥)	TO (<)	
1	-	100,000	319
2	100,000	500,000	510
3	500,000	900,000	818
4	900,000	1,620,000	1,306
5	1,620,000	2,916,000	2,092
6	2,916,000	5,248,800	3,345
7	5,248,800	9,447,840	5,342

¹¹ Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:

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

8	9,447,840	17,006,112	8,549
9	17,006,112	30,611,002	13,684
10	30,611,002		21,898

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.¹²

FROM: equal to or above the amount indicated; TO: below the amount indicated

Assessment or reassessment of membership dues for categories B and C

Applicant and Member organisations must provide appropriate financial information including their annual audited financial statements together with a declaration of total expenditure, or conservation expenditure for venue-based organisations, for the last 3 financial years to enable the IUCN Secretariat to determine the dues group an organisation should be in.

IUCN Members shall then inform the IUCN Secretariat of any important changes in their organisation that may affect their dues group.

Members' request for re-assessment of their dues can be submitted until December 31st, with an open invoice for the running year. No retroactive change will apply.

In addition, every 4 years, IUCN reserves the right to carry out a re-assessment of the dues' groups for Members in Category B and C to ensure the dues group still correspond to the organisation's average annual expenditure. This information will be used by the Secretariat, following the IUCN World Conservation Congress's approval of the dues guide, to determine their corresponding dues group for the next quadrennial, or until a new Dues Guide is approved by Members.

To do so, each Member will be required to submit to the Secretariat a declaration of expenditure (total or conservation expenditure, as appropriate), together with their annual audited financial statements, for the last 3 financial years. If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

In accordance with IUCN Statutes [Art. 12; c (iv)], IUCN Secretariat may ask Members to provide additional details or clarification, should this be deemed necessary for the calculation of their dues.

Category D: Affiliates¹³

Dues for affiliate Members were established according to Regulation 23¹⁴⁻¹⁵.

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

Dues for affiliate Members are shown in Table 6.

Table 6: Affiliates

¹² If approved footnote to be added: Decision from the Members' Assembly in 2026 (refer to page 1 for more information)

¹³ Government agencies, subnational governments, Political and/or economic integration organizations and national & international non-governmental organizations can apply as affiliates.

¹⁴ Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council".

¹⁵ Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica.

Affiliates
3,345

Membership dues are expressed in Swiss Francs (CHF) and are for 2026. The dues include an increase of 6.2% on the previous membership dues that were set in 2020 and reflect the increase in the Swiss Consumer Price Index from January 2020 to December 2024. From 2026, dues will be adjusted each year based on changes to the Swiss Consumer Price Index. No adjustments to dues will be made when the index is negative.¹⁶

Payment of dues

When do dues become payable?

Membership dues are payable in advance and payment shall be received by the 1st of January (Reg 24 of IUCN Statutes) i.e. dues for 2025 should be received no later than 1 January 2025; dues for 2026 should be received no later than 1 January 2026, etc.

Invoices, issued in Swiss Francs, are prepared by the Secretariat and sent to Members during the last quarter of the year preceding the year concerned by the dues.

Membership dues balances are settled in CHF (Regulation 25 of IUCN Statutes). Payments received in other currencies will be converted to CHF based on the daily exchange rate applicable to the date of receipt of payment.

Non-payment of membership dues and withdrawals

Are dues payable in case of withdrawal?

Dues are payable for each calendar year of membership. IUCN membership does not expire unless (i) the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership, or (ii) the Member is deemed having withdrawn following rescission, or (iii) the Member is expelled from IUCN as detailed in Article 13 of the [IUCN Statutes](#).

What happens if the Member doesn't pay its dues for 1 year?

According to Article 13 (a) and 13 (b) of the IUCN Statutes, "The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears". However the access to other membership benefits such as access to IUCN network, knowledge and expertise remains until dues are 2 years in arrears, to avoid financial barriers preventing Members from engaging in the Union and accessing its resources.

What happens if the Members does not pay its dues for more than one year?

If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress¹⁷ which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine";

"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".

¹⁶ If approved footnote to be added: Decision from the Members' Assembly in 2026 (refer to page 1 for more information)

¹⁷ Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.

Voluntary withdrawal

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 (Art. 13 (g) of IUCN Statutes). In accordance Members' obligations, Members withdrawing voluntarily from the Union should ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

Readmission

In accordance with Reg. 26 of IUCN Statutes "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."

How can dues be paid?

Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes¹⁸.

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

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

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

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card* via the Member profile page on the [Union Portal](#)¹⁹. Only Visa and MasterCard are accepted. Transaction charges for credit card payments will be borne by IUCN.

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

Applicant Member organisations

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

¹⁸ Regulation 25 of IUCN Statutes: "Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question".

¹⁹ please refer to section 4.15 of the [Union Portal Guide](#)

Adhesion of States

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

Payments details

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

Account name: **IUCN, International Union for Conservation of Nature and Natural Resources**

Bank Address: UBS Switzerland AG
Place St. François 16
CH-1002 Lausanne
Switzerland

IBAN/Bank account IBAN CH23 0024 3243 3350 3501 W
Swift Code: UBSWCHZH80A
Currency: Swiss Francs

For any information regarding your payment, please contact your [Membership Focal Point](#).

If your statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your [Membership Focal Point](#) with your organisation’s most recent statutes and/or financial report, including the details of your organisation’s expenditure.

IUCN dues groups for IUCN Members in Category A

(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2025-2027²⁰)

GROUP 0	Montenegro	Botswana	Luxembourg	India
Afghanistan	Mozambique	Brunei Darussalam	Panama	Mexico
Andorra	Namibia	Cameroon	Slovenia	Netherlands (Kingdom of the)
Antigua and Barbuda	Nauru	Côte d'Ivoire	Ukraine	Poland
Armenia	Nicaragua	Cyprus	Uruguay	Saudi Arabia
Barbados	Niger	Democratic Republic of the Congo	GROUP 4	Sweden
Belize	*Niue	El Salvador	Cuba	Switzerland**
Benin	North Macedonia	Estonia	Egypt	Türkiye
Bhutan	Palau	Ethiopia	Iraq	GROUP 8
Burkina Faso	*Palestine	Gabon	Kazakhstan	Australia
Burundi	Papua New Guinea	Ghana	Nigeria	Brazil
Cabo Verde	Republic of Moldova	Guatemala	Oman	Canada
Cambodia	Rwanda	Guyana	Pakistan	Republic of Korea
Central African Republic	Saint Kitts and Nevis	Honduras	Peru	Russian Federation
Chad	Saint Lucia	Iceland	Slovakia	Spain
Comoros	Saint Vincent and the Grenadines	Jordan	Viet Nam	GROUP 9
Congo	Samoa	Kenya	GROUP 5	France
*Cook Islands	San Marino	Latvia	Colombia	Italy
Democratic People's Republic of Korea	Sao Tome and Principe	Lebanon	Czech Republic	United Kingdom of Great Britain and Northern Ireland
Djibouti	Senegal	Libya	Greece	GROUP 10
Dominica	Seychelles	Malta	Hungary	China
Equatorial Guinea	Sierra Leone	Mauritius	Kuwait	Germany
Eritrea	Solomon Islands	Monaco	Malaysia	Japan
Eswatini	Somalia	Myanmar	New Zealand	United States of America
Fiji	South Sudan	Nepal	Philippines	
Gambia	Sudan	Paraguay	Portugal	
Georgia	Suriname	Serbia	Qatar	
Grenada	Syrian Arab Republic	Sri Lanka	South Africa	
Guinea	Tajikistan	Trinidad and Tobago	Thailand	
Guinea-Bissau	Timor-Leste	Tunisia	GROUP 6	
Haiti	Togo	Turkmenistan	Argentina	
Jamaica	Tonga	Uganda	Austria	
Kiribati	Tuvalu	United Republic of Tanzania	Chile	
*Kosovo	Vanuatu	Uzbekistan	Denmark	
Kyrgyzstan	Yemen	GROUP 2	Finland	
Lao People's Democratic Republic	Zambia	Costa Rica	Indonesia	
Lesotho	Zimbabwe	Dominican Republic	Iran (Islamic Republic of)	
Liberia	GROUP 1	Ecuador	Ireland	
Liechtenstein	Albania	Morocco	Israel	
Madagascar	Angola	Venezuela (Bolivarian Republic of)	Norway	
Malawi	Azerbaijan	GROUP 3	Romania	
Maldives	Bahamas	Algeria	Singapore	
Mali	Bahrain	Bulgaria	United Arab Emirates	
Marshall Islands	Bangladesh	Croatia	GROUP 7	
Mauritania	Belarus	Lithuania	Belgium	
Micronesia (Federated States of)	Bolivia (Plurinational State of)			
Mongolia	Bosnia and Herzegovina			

²⁰ <https://docs.un.org/en/A/RES/79/249>

** is not or is not located in, a member of the United Nations. Refer to Regulation 22. [Analysis is still ongoing by the Secretariat to ensure these four territories are in the correct dues groups]*

*** The Swiss State Member has voluntarily and generously agreed to pay its State membership in Group 10. (Subnational governments or government agencies from Switzerland joining IUCN shall be allocated in group 7).*



**INTERNATIONAL UNION
FOR CONSERVATION OF NATURE**

WORLD HEADQUARTERS
Membership and Commission Support Unit
Rue Mauverney 28
1196 Gland, Switzerland
membership@iucn.org
Tel: +41 22 999 0000
Fax: +41 22 999 0002
<https://www.iucn.org/our-union/members>





Annex 1: Updated Criteria and Indicators of the IUCN Global Standard for Nature-based Solutions

Criterion 1: NbS effectively address societal challenges
1.1 The societal challenges addressed are clearly identified, understood, and documented
1.2 The most pressing societal challenges for stakeholders and rights-holders are prioritised
1.3 NbS outcomes for people and nature are identified, benchmarked and periodically assessed
Criterion 2: NbS incorporate an ecological, economic, social and cultural systems perspective
2.1 NbS recognise and respond to interactions between the economy, society, ecosystems and cultural norms
2.2 NbS seek synergies across sectors and with complementary interventions
2.3 NbS incorporate risk identification and management
Criterion 3: NbS result in positive change in the state of biodiversity and enhanced ecosystem integrity, including connectivity
3.1 The state of the ecosystems and the drivers of ecosystem degradation and biodiversity loss are identified, assessed and documented
3.2 Opportunities to enhance ecosystem integrity, including connectivity, are identified, assessed and documented
3.3 Measurable biodiversity outcomes are identified, benchmarked, periodically assessed and reviewed according to evidence-based assessments
3.4 Unintended consequences on nature arising from the NbS are periodically assessed and addressed
Criterion 4: NbS are financially feasible and economically justified
4.1 The distribution of financial and societal costs and benefits is understood and documented to ensure distributional equity
4.2 NbS are economically and financially justifiable against alternative solutions
4.3 Financial mechanisms are identified and secured to ensure NbS long-term viability
Criterion 5: NbS are based on inclusive, transparent and empowering governance processes
5.1 Stakeholders, rights-holders and Indigenous Peoples who are directly and indirectly affected by the NbS have been identified and are invited to fully and effectively participate in all processes
5.2 A defined and fully agreed upon grievance and conflict resolution mechanism is available, accessible and implemented
5.3 NbS are based on inclusive participation, mutual respect and equality, regardless of gender, age, ethnicity or social status
5.4 Decision-making processes document and respond to the rights and interests of affected stakeholders, rights-holders, Indigenous Peoples and local communities
(OPTIONAL) 5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision making among the stakeholders and rights-holders in the affected jurisdictions

Criterion 6: NbS seek to equitably reconcile the achievement of their primary goal(s) with any intended and unintended impacts on the continued provision of multiple benefits
6.1: Safeguards and associated corrective actions are established through a transparent, inclusive and participatory process to address the intended and unintended negative social or environmental impacts of the NbS
6.2: Safeguards and corrective actions are documented, available, accessible to affected stakeholders and rights-holders, and implemented
6.3 Safeguards and corrective actions are periodically reviewed to ensure that they have been fully implemented, proactively address conflicts and remain relevant
Criterion 7: NbS are managed adaptively, based on evidence
7.1 Assumptions on how desired NbS outcomes are achieved under dynamic social, economic and ecological conditions are defined and made explicit
7.2 The validity of the assumptions is periodically tested through monitoring and evaluation as part of an ongoing learning process
7.3 Necessary changes to the management of the NbS are defined and implemented through an inclusive and participatory approach
Criterion 8: NbS contribute to the enhancement of the enabling conditions for their implementation, sustainability and mainstreaming
8.1 Lessons learnt from NbS design and implementation, including barriers and enabling conditions, are captured and documented
8.2 NbS inform and enhance the policy, finance and regulatory frameworks enabling their mainstreaming
8.3 NbS contribute to relevant jurisdictional environmental, economic, and social targets and frameworks

Annex 2: Comparison between original and updated Criteria and Indicators of the IUCN Global Standard for Nature-based Solutions

<i>Original list of Criteria and Indicators (IUCN, 2020)</i>	<i>List of updated Criteria and Indicators</i>
Criterion 1. NbS effectively address societal challenges	Criterion 1: NbS effectively address societal challenges
1.1 The most pressing societal challenges for rights holders and beneficiaries are prioritised	1.1 The societal challenges addressed are clearly identified, understood, and documented (<i>former 1.2</i>)
1.2 The societal challenges addressed are clearly understood and documented	1.2 The most pressing societal challenges for stakeholders and rights-holders are prioritised (<i>former 1.1</i>)

<i>Original list of Criteria and Indicators (IUCN, 2020)</i>	<i>List of updated Criteria and Indicators</i>
1.3 Human wellbeing outcomes arising from the NbS are identified, benchmarked and periodically assessed	1.3 NbS outcomes for people and nature are identified, benchmarked and periodically assessed
Criterion 2. Design of NbS is informed by scale	Criterion 2: NbS incorporate an ecological, economic, social and cultural systems perspective
2.1 Design of NbS recognises and responds to the interactions between the economy, society and ecosystems	2.1 NbS recognise and respond to interactions between the economy, society, ecosystems and cultural norms
2.2 Design of NbS integrated with other complementary interventions and seeks synergies across sectors	2.2 NbS seek synergies across sectors and with complementary interventions
2.3 Design of NbS incorporates risk identification and risk management beyond the intervention site	2.3 NbS incorporate risk identification and management
Criterion 3. NbS result in net gain to biodiversity and ecosystem integrity	Criterion 3: NbS result in positive change in the state of biodiversity and enhanced ecosystem integrity, including connectivity
3.1 NbS actions directly respond to evidence-based assessment of the current state of the ecosystem and prevailing drivers of degradation and loss	3.1 The state of the ecosystems and the drivers of ecosystem degradation and biodiversity loss are identified, assessed and documented
3.2 Clear and measurable biodiversity conservation outcomes are identified, benchmarked and periodically assessed	3.2 Opportunities to enhance ecosystem integrity, including connectivity, are identified, assessed and documented (<i>former 3.4</i>)
3.3 Monitoring includes periodic assessments for unintended adverse consequences on nature arising from the NbS	3.3 Measurable biodiversity outcomes are identified, benchmarked, periodically assessed and reviewed according to evidence-based assessments (<i>former 3.2</i>)
3.4 Opportunities to enhance ecosystem integrity and connectivity identified and incorporated into the NbS strategy	3.4 Unintended consequences on nature arising from the NbS are periodically assessed and addressed (<i>former 3.3</i>)
Criterion 4. NbS are economically viable	Criterion 4: NbS are financially feasible and economically justified
4.1 The direct and indirect benefits and costs associated with the NbS, who pays and who benefits, are identified and documented	4.1 The distribution of financial and societal costs and benefits is understood and documented to ensure distributional equity
4.2 A cost-effectiveness study is provided to support the choice of NbS including the likely impact of any relevant regulations and subsidies	4.2 NbS are economically and financially justifiable against alternative solutions (<i>former 4.2 and 4.3</i>)

<i>Original list of Criteria and Indicators (IUCN, 2020)</i>	<i>List of updated Criteria and Indicators</i>
4.3 The effectiveness of an NbS design is justified against available alternative solutions, taking into account any associated externalities	
4.4 NbS design considers a portfolio of resourcing options such as market-based, public sector, voluntary commitments and actions to support regulatory compliance	4.3 Financial mechanisms are identified and secured to ensure NbS long-term viability (<i>former 4.4</i>)
Criterion 5. NbS are based on inclusive, transparent and empowering governance processes	Criterion 5: NbS are based on inclusive, transparent and empowering governance processes
5.1 A defined and fully agreed upon feedback and grievance resolution mechanism is available to all stakeholders before an NbS intervention can be initiated	5.1 Stakeholders, rights-holders and Indigenous Peoples who are directly and indirectly affected by the NbS have been identified and are invited to fully and effectively participate in all processes (<i>former 5.3</i>)
5.2 Participation is based on mutual respect and equality, regardless of gender, age or social status, and upholds the right of Indigenous Peoples to Free Prior and Informed Consent (FPIC)	5.2 A defined and fully agreed upon grievance and conflict resolution mechanism is available, accessible and implemented (<i>former 5.1</i>)
5.3 Stakeholders who are directly and indirectly affected by the NbS have been identified and involved in all processes of the NbS intervention	5.3 NbS are based on inclusive participation, mutual respect and equality, regardless of gender, age, ethnicity or social status (<i>former 5.2</i>)
5.4 Decision-making processes document and respond to rights and interests of all participating and affected stakeholders	5.4 Decision-making processes document and respond to the rights and interests of affected stakeholders, rights-holders, Indigenous Peoples and local communities
5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision-making among the stakeholders in those jurisdictions affected by the NbS	(OPTIONAL) 5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision making among the stakeholders and rights-holders in the affected jurisdictions
Criterion 6. NbS equitably balances trade-offs between achievement of their primary goal(s) and the continued provision of multiple benefits	Criterion 6: NbS seek to equitably reconcile the achievement of their primary goal(s) with any intended and unintended impacts on the continued provision of multiple benefits

<i>Original list of Criteria and Indicators (IUCN, 2020)</i>	<i>List of updated Criteria and Indicators</i>
6.1 The potential costs and benefits of associated trade-offs of the NbS intervention are explicitly acknowledged and inform safeguards and any appropriate corrective actions	6.1: Safeguards and associated corrective actions are established through a transparent, inclusive and participatory process to address the intended and unintended negative social or environmental impacts of the NbS
6.2 The rights, usage of and access to land and resources, along with the responsibilities of different stakeholders are acknowledged and respected	6.2: Safeguards and corrective actions are documented, available, accessible to affected stakeholders and rights-holders, and implemented
6.3 Established safeguards are periodically reviewed to ensure that mutually-agreed trade-offs limits are respected and do not destabilise the entire NbS	6.3 Safeguards and corrective actions are periodically reviewed to ensure that they have been fully implemented, proactively address conflicts and remain relevant
Criterion 7. NbS are managed adaptively, based on evidence	Criterion 7: NbS are managed adaptively, based on evidence
7.1 A NbS strategy is established and used as a basis for regular monitoring and evaluation of the intervention	7.1 Assumptions on how desired NbS outcomes are achieved under dynamic social, economic and ecological conditions are defined and made explicit
7.2 A monitoring and evaluation plan is developed and implemented throughout the intervention lifecycle	7.2 The validity of the assumptions is periodically tested through monitoring and evaluation as part of an ongoing learning process
7.3 A framework for iterative learning that enables adaptive management is applied throughout the intervention lifecycle	7.3 Necessary changes to the management of the NbS are defined and implemented through an inclusive and participatory approach
Criterion 8. NbS are sustainable and mainstreamed within an appropriate jurisdictional context	Criterion 8: NbS contribute to the enhancement of the enabling conditions for their implementation, sustainability and mainstreaming
8.1 NbS design, implementation and lessons learnt are shared for triggering transformative change	8.1 Lessons learnt from NbS design and implementation, including barriers and enabling conditions, are captured and documented
8.2 NbS inform and enhance facilitating policy and regulation frameworks to support its uptake and mainstreaming	8.2 NbS inform and enhance the policy, finance and regulatory frameworks enabling their mainstreaming
8.3 Where relevant, NbS contribute to national and global targets for human wellbeing, climate change, biodiversity and human rights, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	8.3 NbS contribute to relevant jurisdictional environmental, economic, and social targets and frameworks



Annexe 24 to DEC C113/20

Draft IUCN Council Private Sector Engagement Strategy

May 2025

INTERNATIONAL UNION FOR CONSERVATION OF NATURE



EXECUTIVE SUMMARY

1. INTRODUCTION – Why is Private Sector Engagement critical for Nature?

Working with the Private Sector is set to become a major part of IUCN's new 20-year Strategic Vision. Yet, we have worked successfully with the Private Sector for many years. **What is different is that IUCN needs to move from a Secretariat-led effort to a whole Union approach.**

Firstly, to drive this work forward for nature, the **“why” IUCN works with the Private Sector needs to be explained more clearly to members:**

- The Private Sector drives consumption and pollution which is a major driver of biodiversity loss
- The Private Sector uses nature's resources and does not account or value this effectively.
- The Private Sector is part of the solution and can bring investment and innovation to solve these issues; and
- The Private Sector is not homogenous and there are many organisations using Private Sector tools, but which create huge positive change for nature (e.g. Nature+ businesses).

The impact of the Private Sector's force on nature is so large and so profound, that even if IUCN were to only make a modest difference in the Private Sector's practice this could make a fundamental difference for nature.

This strategy proposes that **IUCN must stop seeing the Private Sector as a homogenous group of organisations.** We have chosen to focus on large listed and non-listed companies in the past. We need to think differently, seeing the Private Sector in its different components: (1) Large listed and non-listed entities (2) SMEs and Nature+ Business (3) Investment companies and (4) Regulators and rating agencies. This is a complex landscape. This strategy proposes where our efforts should be concentrated to maximise impact for nature and the Union.

We may equally want to go to market in certain sectors. We have identified the following areas aligned with the Programme where this may be most fruitful: (1) Re-aligning economic and financial systems (2) Agricultural systems (3) Nature-based urban development (4) Blue economy (Oceans) (5) Nature Positive Renewables and Grids (6) Conserving freshwater biodiversity and (7) Restoring terrestrial ecosystems, and (8) addressing the impact of climate change.

What we are learning so far in working towards this strategy is that IUCN bundles all solutions together – which is not helpful. *“The current strategy is an eclectic mix of responses rather than directive.”* This strategy is therefore clear and directive in that it identifies Private Sector needs as different from Member needs.

This strategy identifies huge Private Sector and member-led demand to address the impact and dependencies on nature by the Private Sector.





Executive Summary (Continued)

2. Our approach

IUCN's work is clustered around three different main work areas:

- Those that take forward **Strategic Approaches** e.g. Nature Based Solutions (NbS) or Nature Positive approaches
- Those that take forward **Accounting and Reporting** standards e.g. TNFD; and
- Those that take forward **Evaluation against data and looking at species or ecosystem loss** e.g. IBAT or STAR metrics (Red list, Green list, Restoration Barometer etc.)

While IUCN has focused its work on the first two successfully, we believe perhaps the bigger opportunity lies with the third – using data and standards to drive specific evaluation tools and data for the sector.

The Secretariat has identified 25 tools that could be potentially mobilised by the Union (these are listed in Appendix 3). The next step of this strategy is to expand, refine and finalise this list, and see which tools should be developed further and prioritised; we need to do this urgently to keep momentum.

This strategy clearly identifies that different Private Sector clients need different solutions. We must therefore move forward in all three areas together and at the same time if we are to maximise IUCN's impact for nature.

IUCN is convening effectively the nature community and the private sector (through, the Leaders Forum), advocating and developing policy in this space, developing capacity strengthening training (through the Academy) and raising funds for programmes and projects with our members and commissions.

IUCN also needs some binding message or framework to hold this discussion together. **This paper proposes the development of a maturity curve model**, with which IUCN can help the Private Sector evolve and change positively for nature.

This sees Private Sector organisations moving through stages of addressing biodiversity loss and using appropriate tools to achieve this:

- **Foundational Level:** developing awareness and building focus on compliance
- **Good practice level:** setting strategic direction and ensuring management focus and
- **Strategic leadership level:** Best in class. Integrated practice.

At each level we can bring in the right tools to help. We can also look at strategic and operational concerns e.g. (1) Governance, (2) Strategic alignment, (3) Sustainability of effort, (4) Operational implementation and capacity, (5) Culture and engagement, and (6) Risk. This is what Private Sector organisations want.

IUCN will also then have a framework to be able to move into strategic conversations to influence how Private Sector organisations operate at all levels. We can hang all our tools and standards under this.

It is clear that without strategic conversations, IUCN's future mandate is not possible without addressing the impact and dependencies on nature by the Private Sector.





Executive Summary (Continued)

3. Developing services

How we develop services and help the Private sector to adopt these will follow a simple framework:

- (1) we develop standard products and explain these well with good case studies; and
- (2) we then deliver our services in a relationship marketing way, co-creating with clients (Private Sector, Governments and our Members).

There has been considerable conversation about how we sell tools and technical assistance. These can be developed similar to existing services. IUCN needs to charge effectively and with contingency and surplus. This will give IUCN more flexible funding for the future. We need to also ensure that all products can be used by leveraging our members to create powerful change within the Private Sector, and we need to align with our members where they have existing tools.

There is intense competition in the current marketplace for Private Sector engagement, but this strategy sees that IUCN has something unique and powerful to offer in this conversation. IUCN's integrity and standing is second to none. However, we must build our brand awareness so that the Private Sector are aware of our credentials and allow us to become trusted advisors and a trusted data source.

To develop services and curate data for Secretariat and Member needs will require significant investment, and next steps will be to flesh out how much and where we source this investment from (and what IUCN's strategy for funding this is).

4. Investments

Turning now to investment funds, **the Private Sector wants our thinking, frameworks, data and knowledge for their investments. We can license this** – it does not mean we need to directly engage in providing investment funds for example (after all we are not a financial institution and cannot sell investment products without a change in our regulatory status).

This strategy sees IUCN working closely with, and through, members to manage direct investment, develop financial tools and potentially carbon and biodiversity credits (but this will need further conversation).

Whether we choose to also provide technical assistance on the structure of financial instruments is an open question which will need further exploration and especially with resolutions being put forward at Congress. It may be that the Secretariat's role is to develop standards, tools and metrics and provide technical assistance, rather than engage directly. We also need to work on capacity strengthening training so that all Members are able to make decisions for themselves; specifically, how best to apply knowledge and investment tools.

5. The small (SME and MFI) end of the nature market

Finally, **we can develop a peer-to-peer lending model for smaller members**, influencing the SME end of the market and changing MFI (Micro-Finance Institutions) across the World. This can link into our Contributions for Nature work and allow members to tell their stories more effectively. It can allow the public to engage with us and build awareness of our work.





Executive Summary (Continued)

6. Membership

47% of members agree with establishing a category of affiliate or membership for Private Sector entities against 28% who disagree. **What is clear is that there is real opportunity if the case is demonstrated clearly.**

This class of affiliate or membership would probably not attach to voting rights. The Private Sector would be comfortable with this, however they would need frequent and meaningful engagement. **Membership, and what form this takes, is an ongoing conversation.**

The consultant reports highlights the following:

- Any offering would need to be targeted, not a general offer. This is because the market-place is already cluttered and IUCN not well known.
- IUCN would need to build relationships with Private Sector organisations through frequent and meaningful engagement. IUCN's brand recognition will also need to be improved to drive this.
- The offering must be an 'impact driven' offering and engage with the Private Sector on that basis
- There is a clear and positive financial case, but this will need more work to establish an effective level and offering.
- How to proceed in statutes will need some work.

This Private Sector strategy also sees us moving away from the term Business Engagement. We should use the language of **Private Sector strategy** (as per the Vision).

7. Conclusions

In conclusion, we see huge opportunity for IUCN working with the Private Sector to make a difference for nature – from the Secretariat, through Members, and with Commissions. We will need new investment to drive our work forward and this is a separate conversation.

We welcome thoughts and feedback from PPC.



Private Sector

Who is our audience?

Private Sector

- Large listed companies
- Specific sectors
- Investment companies
- Nature+ SMEs
- Regulators and rating agencies

Corporate Philanthropy

What does the PS want?

1. *Changing operational practice*
Evaluation and Technical assistance
Consumer and investor trust and confidence
2. *Improving investment*
Biodiversity tools, data and standards behind investment decisions.
3. *New financing, products and services* - bonds, incubation (Nature+ business), biodiversity credits

How do we improve their practices ?

4. *Changing Operational Practice* – actionable local intelligence
5. *Benchmarks, and evaluation.* Evaluate and mitigate impact on nature in value and supply chains.
6. *Reporting and Disclosure*
Nature capital accounting and disclosures e.g. TNFD
7. *Accreditation models/ certified Green status* (through Members)

How do we advocate for change?

8. *Convening*
 - Leaders Forum
 - Links to regulatory, ratings and industry bodies
9. *Learning and capacity building*
 - Case Studies
 - Working with other partners e.g. TNFD
10. *Corporate philanthropy*
Provide guidance

The Union

Who is our audience?

- Members
- Partners
- Commissions e.g. wildlife trade and agriculture
- Private protected areas (WCPA)
- CESP, and Law Commission

What does the Union want?

1. *Changing business practice*
Members engaged and supporting this.
2. *Incubate Nature+ businesses*

How do we improve their practices ?

3. *Learning and capacity building*
 - Case Studies
 - Partnerships

How do we advocate for change?

4. *Convening*
 - With Private Sector
 - Wider partnerships
5. *Policy and advocacy*
 - Disclosure
 - Subsidies
 - Partnership

Note: many of these demands clearly overlap





**Why is working with the Private Sector
important?**



Why this is important?

The Private Sector (and their supply chains) are major drivers of biodiversity loss. The Private Sector is also engaged in unsustainable usage of the planet's resources (ref: IUCN mission).

There is a continued decline of biodiversity despite our greatest efforts – but given that the drivers from the Private Sector are so huge, even a small change from our work with the Private Sector will make a huge difference to biodiversity.

IUCN's mandate is not possible without addressing the impact and dependencies on nature by the Private Sector

Business is also part of the solution:

- reducing emissions and pollution, and helping to reduce consumption
- innovating (including helping to introduce tech and AI - to provide solutions)
- bringing finance and funding to solutions
- linking into Governments to build trust and communicate our messaging
- developing nature-based business (social enterprises that create change for nature at their core, but do so using commercial tools)
- ensuring dependencies (as articulated in the CBD)
- influencing others (such as Government and the general public)

The Private Sector can bring urgency by mobilising resources, and by helping to accelerate solutions.

IUCN is already making a profound difference through such tools as the IFC Performance Standard 6 and the World Bank. But we can, and must, do much more.

IUCN needs to work with the Private Sector more strategically to achieve the goals and targets of the GBF, our 20-year Vision, and our 4-year Programme 2026-29.





Where are we now?

Where are we now?

Members

- **Huge interest from NGO members:**
 - ✓ Many Members already work successfully with the Private Sector (as sponsorship, Corporate Social Responsibility or by creating business solution to help nature)
 - ✓ Many more want to get started now (the Vision consultation saw this as positive at RCFs level and the online survey endorsed this).
 - ✓ Approx 40-50% of members need capacity building to see the opportunity, good case studies, and to see how to work with the Private Sector
- **Regarding governments and sub-nationals**, huge amount being spent on developing SMEs and developing employment opportunities. Also shift towards biodiversity work and links to climate change. Nature-based Solutions are part of this shift.
- TNFD is a powerful tool for **the Indigenous Peoples** engagement with the Private Sector. There is also a real want to open up conversations here.
- Looking towards **potential new category of non-voting Private Sector members**.

Projects

- Portfolio of projects has been stable at CHF5m for the last five years. There is greater opportunity with investment and some basic funding.

Significant growth opportunities:

- Leaders Forum as a convening forum
- Three largest banks in Europe want to use our biodiversity data to place behind their loan portfolio. They want our reputation and know how. This also links into IBAT.
- Clear opportunities to integrate biodiversity and NGO / Indigenous Peoples links in ESG reporting (TNFD)

IUCN is well placed to guide, support and collaborate with Private Sector to deliver more impact





DEMAND

**What does the Private Sector want,
and what does the Union want?**

The Private Sector is not homogenous and breaks down into different sectors of activity. This strategy considers that we should look at the following categorisation:

- Large listed companies
- Specific sectors
- Investment companies
- Nature+ SMEs and small Nature+ business
- Regulators and rating agencies

Equally, breaking down demand into two different components – what the Private Sector wants versus what the Union wants – gives us the ability to differentiate demand.

It is suggested that we focus on the different sectors as listed on the right-hand side of the page (and this is taken from our Programme 26-29).

We will also need to create some general material on nature and IUCN for the wider Private Sector.

In all cases IUCN must create an enabling environment – helping the Private Sector to take more informed decisions.

The analysis links into the 20-Year Vision and Programme which is given in Appendix 2 to this document.

Using the Programme 2026-29, we will initially focus on the following sectors:

- **Re-aligning economic and financial systems:** providing data, standards and tools to do this.
- **Agricultural systems:** Scaling up nature positive and evidence-based approaches, along with re-aligning policy and incentive systems to align with this.
- **One Health:** A healthy planet for healthy people. This is particularly important for example in the agriculture sector in terms of nutrition factors related to ecosystem services. It also links well with regenerative agriculture practices.
- **Nature-based urban development:** promoting the importance of urban biodiversity with governments, the private sector, urban planners and citizens (eg the IUCN Urban Nature index)
- **Blue economy (Oceans):** Developing new enterprises, and innovative finance
- **Nature Positive Renewables and Grids:** best practice guidance, capacity-building, decision-support tools and proof-of-concept pilots.
- **Conserving freshwater biodiversity:** Delivering data and tools to incorporate freshwater biodiversity into decision-making processes.
- **Restoring terrestrial ecosystems and addressing the impact of climate change**



What does the Private Sector want, versus what the Union wants?

Looking at the analysis to the different components and what each want – the Private Sector versus the Union – identifies the following. This is an unfiltered list of all items, and not ranked or graded in any way. We synthesise the most promising opportunities on the next page.

Demand

What does the PS want?

- Ability to see where they are on a maturity curve (good practice / bad practice / governance etc.)
- Ability to evaluate projects
- Technical assistance / support to help guide projects
- Ability to attract investments
- Ability to evaluate investments
- Ability to report and disclose effectively
- Share case studies
- Incubate and innovate
- To convene and talk with others
- Consumer confidence and trust
- The PS also wants to focus on win-win solutions that are profitable (or increase customer demand confidence) while also being good for nature.



Supply / Solutions

1. Maturity Curve model
2. Evaluation: Red List / Green List / STAR / NbS
(Issue is we have multiple – different tools for different purposes)
 - for projects
 - for investment decisions
- 2a. Reporting Disclosures - TNFD / (CSRD, EU DR)
3. Technical Assistance (including technical and advisory panels e.g. those that helped Shell and remediation of oil spills in Niger delta)
4. Case Studies
5. Incubators (Nature+)
6. Convening (Leadership Forum)
7. Partnerships

What does the Union want?

- To influence the PS
 - Hold them to account
 - Move them
 - Become part of solution
- To develop policy positions and advocate for change
- Boost or promote IUCN tools, products and solutions, such as Nature Base Solutions
- Funds and projects
- Financing??
- Partnerships and convening with the PS
- Effective corporate philanthropy
- Capacity building
- Incubate revenue generating solutions



1. As above but members delivering this
2. Policy and Advocacy
3. Project pipeline
4. Corporate Philanthropy
5. Capacity Building (specifically Partnership)
6. Incubate Nature+ business
7. Convening with PS

Note: many of these demands clearly overlap



Private Sector

Who is our audience?

Private Sector

- Large listed companies
- Specific sectors
- Investment companies
- Nature+ SMEs
- Regulators and rating agencies

Corporate Philanthropy

What does the PS want?

1. *Changing operational practice*
Evaluation and Technical assistance
Consumer and investor trust and confidence
2. *Improving investment*
Biodiversity tools, data and standards behind investment decisions.
3. *New financing, products and services* - bonds, incubation (Nature+ business), biodiversity credits

How do we improve their practices ?

4. *Changing Operational Practice* – actionable local intelligence
5. *Benchmarks, and evaluation.* Evaluate and mitigate impact on nature in value and supply chains.
6. *Reporting and Disclosure*
Nature capital accounting and disclosures e.g. TNFD
7. *Accreditation models/ certified Green status* (through Members)

How do we advocate for change?

8. *Convening*
 - Leaders Forum
 - Links to regulatory, ratings and industry bodies
9. *Learning and capacity building*
 - Case Studies
 - Working with other partners e.g. TNFD
10. *Corporate philanthropy*
Provide guidance

The Union

Who is our audience?

- Members
- Partners
- Commissions e.g. wildlife trade and agriculture
- Private protected areas (WCPA)
- CESP, and Law Commission

What does the Union want?

1. *Changing business practice*
Members engaged and supporting this.
2. *Incubate Nature+ businesses*

How do we improve their practices ?

3. *Learning and capacity building*
 - Case Studies
 - Partnerships

How do we advocate for change?

4. *Convening*
 - With Private Sector
 - Wider partnerships
5. *Policy and advocacy*
 - Disclosure
 - Subsidies
 - Partnership

Note: many of these demands clearly overlap





A maturity curve model (helping each Private Sector organisation to change)

When considering the Private Sector work and its impact on biodiversity, this is extremely complex. However, many Private Sector organisations want to know where they are on the journey now and what they need to do to get better.

A maturity curve is a tool from which our tools, standards and data can hang. It provides a calling card and easy way for us to talk to Private Sector organisations – it also inspires change and momentum.

IUCN needs to be able to access strategic decision making to make a difference for nature. A tool such as this enables us to get there quicker.

Under each area we can also map out a simple topology of what needs to be in place at each stage on the corporate maturity curve, for example: (1) Governance (2) Strategic alignment (3) Sustainability of effort (4) Operational implementation and capacity, (5) Culture and engagement and (6) Risk.

The audience at each stage can vary. But we expect more strategic conversations at first, leading to detailed operational conversations later. Conversations must engage: Executives, senior business leaders, sustainability manager, for example. Later compliance managers and operational staff are more likely to be involved.

IUCN's tools are clustered around three different main work areas and sit within the maturity curve framing at different levels:

- Those that take forward **Strategic Approaches** e.g. Nature Based Solutions (NbS) or Nature Positive approaches
- Those that take forward **Accounting and Reporting** standards e.g. TNFD; and
- Those that take forward **Evaluation against data and looking at species or ecosystem loss** e.g. IBAT or STAR metrics (Red list, Green list, Restoration Barometer etc.)



The detail is fully explored on the next page





A maturity curve model (helping each Private Sector organisation to change)



Underpinned at each level by:

- (1) Governance
- (2) Strategic alignment
- (3) Sustainability of effort
- (4) Operational implementation and capacity
- (5) Culture and engagement
- (6) Risk.

Foundational level: Develop awareness & build compliance

Maturity: For companies in early stage of their biodiversity journey and trying to understand the landscape.

Companies recognize biodiversity as a material risk and/or opportunity.

Activities: Build awareness, screen risks, identify opportunities. Also report effectively (TNFD)

Tools: are introductory, diagnostic, and/or awareness-raising. They could also help set basic strategy and direction.

Diagnostics: IUCN offers products (e.g. Red List, IBAT) to improve knowledge and help businesses to respond effectively.

This maturity curve model will help set strategic direction.

Good practice level: Set strategic direction & build management focus

Maturity: For companies in the mid-stage of their biodiversity journey, ready to operationalise commitments and set long-term directional targets.

Companies start integrating biodiversity into their operations, capital allocation, and risk management decisions.

Activities: Enables companies to design strong interventions, make right investments, deliver projects, monitor and report credible action

Tools:
(1) Those that allow strategic direction to be set.
(2) Project-level and actionable

Diagnostics: Strategic frameworks such as this maturity curve model.

Specific tools include Nature Based Solutions (NbS), STAR and Green list. Also, Restoration Barometer.

We also need to closely align with Nature+.

Strategic leadership level: Best in class. Integrated practice

Maturity: For the most advanced companies, those who seek to lead the field

Companies become industry champions, investing in the scaling of nature-based solutions and best practices.

Activities: Designed to enable companies to transform markets and industries, lead and influence peers, scale change, and shape norms

Tools: are aimed at convening, leadership positioning, and policy engagement.

Diagnostics and learning: Specific tools and learning environments include IUCN Academy, IUCN Leaders Forum, and PANORAMA (Solutions for a healthy planet).

The Secretariat has identified 25 tools that could be potentially mobilised by the Union (these are listed in Appendix 3). The next step of this strategy is to expand, refine and finalise this list, and see which tools should be developed further and prioritised; we need to do this urgently to keep momentum.





Financing and Funds

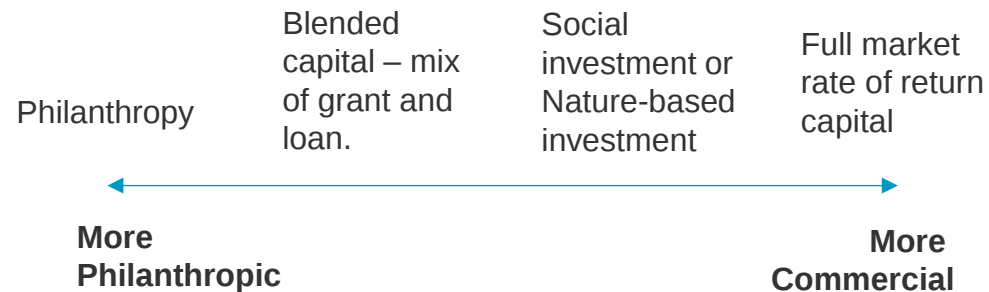
One area of concern we have in the strategy is how do we bring money to incubate new Nature+ businesses and what is IUCN's role in this?

Similarly, investment capital is not homogeneous and stretches from philanthropic grants to seed fund business, all the way through to commercial capital which pays a market rate of return. Nestled in-between are blended capital and social investment (or nature-based investments). The diagram on the right highlights this.

Currently, there are a number of new funds being designed and built – for example: (i) Blue Natural Capital; and (ii) the New Blue Carbon Accelerator Fund are good examples.

Equally, there is a space where we need to bring governments together with the private sector and NGOs to enable change – without the blend of each part to legitimise, regulate, provide capital and investment, and give a voice to poor communities, then we are not leveraging real change for nature.

What is our role as IUCN in this and providing concessionary finance? Equally if we are to build funds how do we do this? Should we include partners? Many questions arise which form the basis of resolutions at Congress. **This strategy will need to be amended following those conversations.**



For the SMEs and small Nature Based Business

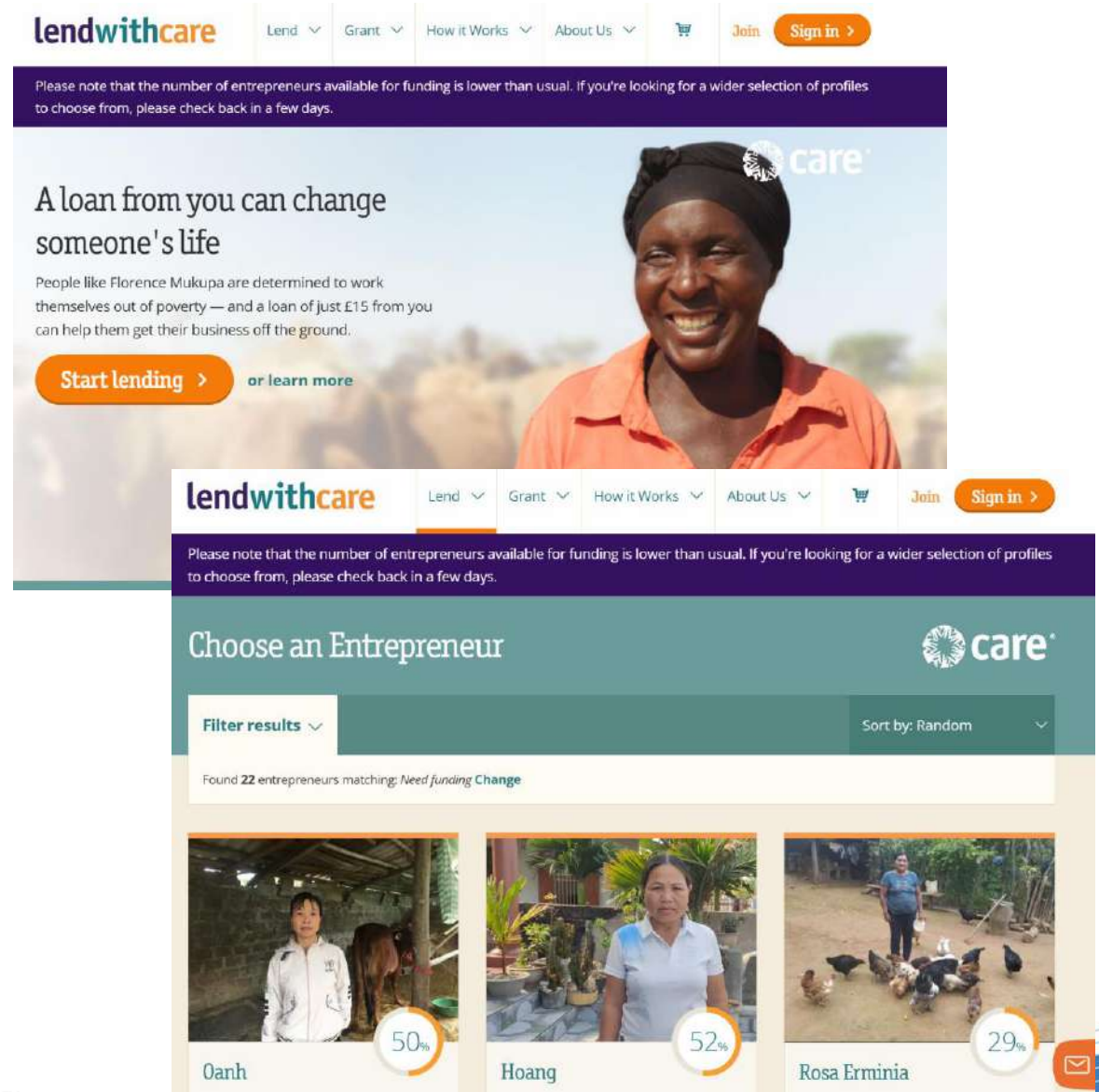
As part of this strategy, we explored a peer-to-peer lending or granting platform for IUCN (developed on Lendwithcare – see opposite). This could influence the SME end of the market and change MFIs (Micro-Finance Institutions) across the World. This would integrate nature more firmly into the SME and microfinance landscape which many of our members are engaged (especially those in poor communities globally and Indigenous Peoples).

This can also link into IUCN's Contributions for Nature work and allow members to tell their stories more effectively. It could allow the public to engage with IUCN and build awareness of our work. It can also generate unrestricted funds. **The first brainstorm session was entirely positive and will be developed further in due course.**

Such a platform could:

- Allow members to show their work and projects (and provide case studies)
- Grow fundraising for members
- Create a stream of unrestricted fundraising for the Secretariat
- Create a platform for carbon offsetting and carbon / biodiversity credits
- Build engagement for our Contributions to Nature work
- Establish Nature+ micro-businesses across the World.

This fits the start up and incubator offering to develop Nature+ businesses. **We will explore further as we bring the strategy to life.**



lendwithcare Lend Grant How it Works About Us Join Sign in

Please note that the number of entrepreneurs available for funding is lower than usual. If you're looking for a wider selection of profiles to choose from, please check back in a few days.

A loan from you can change someone's life

People like Florence Mukupa are determined to work themselves out of poverty — and a loan of just £15 from you can help them get their business off the ground.

[Start lending](#) or [learn more](#)

lendwithcare Lend Grant How it Works About Us Join Sign in

Please note that the number of entrepreneurs available for funding is lower than usual. If you're looking for a wider selection of profiles to choose from, please check back in a few days.

Choose an Entrepreneur

Filter results Sort by: Random

Found 22 entrepreneurs matching: **Need funding Change**

Entrepreneur	Funding Progress
Oanh	50%
Hoang	52%
Rosa Erminia	29%

Risk Management

Risk management will be key in IUCN's engagement with the Private Sector. We must ensure we screen for reputational risk, and to ensure the integrity of our work, also that our work with the Private Sector does not undermine IUCN's credibility or reputation.

We recognise the need for clear safeguards, consistent protocols, and ongoing institutional alignment.

The following principles will guide our work:

1. Clear Policies and Processes

- **IUCN's enterprise risk management policy** will continue to guide and structure the overall approach to managing risk for Private Sector engagement.
- **Due diligence processes.** We have clear process and procedure, implemented in Q4 2024, at a Secretariat level. This assures a risk rating for every business engagement, ensures early identification of potential high-risk engagements, and provide a comprehensive outlook of both the risks and opportunities offered by each business engagement. We need to provide clear guidance to members and commissions so that they can manage risk in a similar way.

2. Risk is Contextual

- **Risk is not the same across all private sector engagements.** It varies by sector, geography, and company, and requires nuanced, proportionate management.
- In assessing risk, **we prioritise mission alignment and potential, impact for nature.** We also ensure that where there are major concerns about the company or sector, these must be addressed before we start work.

3. Tools and Delivery Approaches Can Reduce Risk

- Offering science-based tools, solutions, and standards reduces greenwashing risk by grounding partnerships in **credible methodologies.**
- Packaging and sequencing engagements through **structured pathways** creates transparency and predictability.

4. Governance evolves with Delivery

- Risk management will continue to evolve and will always be grounded in IUCN's values and mandate.



- **Impact:** this strategy has not focused on impact per se, and we should assess the potential impact and reach for each solution, aligned against the resources it will cost and revenue it could generate. This will be needed before further decisions can be taken. Within this, we must think carefully at a Union-wide level
- **Scale up:** We should actively promote ways of licensing our data and tools for other organisations and the Private Sector to use. We could also focus on supply chain accountability and improvement in our work. **IUCN could be involved with CBO biodiversity offset products and ISO certification** (influencing around 500,000 companies worldwide). We could work in partnership with members to achieve this.
- **Our database of Private Sector actors:** Currently we have around 850 Private Sector actors as Partners at the Secretariat. We will need to grow this significantly if we are to grow our offering to the Private Sector, have a large enough pool of Private Sector clients to work with, to raise our brand profile with the Private Sector. Similarly, we also need to increase the number of organisations for the Leaders Forum. We suggest increasing by a multiple of ten at least. Members and commissions will be able to help IUCN on this journey and many already have deep connections. This strategy sees deep partnership working for the future.
- **Nature+:** The term Nature+ (Nature Positive) is growing in importance in the nature space and being driven by a well coordinated and funded campaign. How does the Nature+ work align with our thinking and where must IUCN position itself in regard to this? We will link into the Nature Positive Initiative to shape and drive this.
- **Sponsorship / CSR / Philanthropy:** How does IUCN help organisations to give well, and can we set up a vehicle for them to do so? This needs to be determined.





SUPPLY

Our existing products and services



Framing the Golden Eggs and working with members

Framing the Golden Eggs

A **Golden Egg** is a method, tool, approach, model, toolbox, or technology, **which already exists**; and which IUCN currently offers or can offer to businesses.

Why they matter?

- ✓ Businesses and financial institutions are increasingly required to address biodiversity risks, dependencies and impacts, and need clearer pathways and tools to do so.
- ✓ IUCN members seek stronger business engagement to support conservation goals and scale up conservation outcomes.
- ✓ IUCN has tools, solutions, and expertise which can address the needs of both its members and businesses.

Bridging supply and demand: How IUCN helps to close the gap

- ✓ IUCN's strength → Science-based solutions, global standards, and convening power.
- ✓ Business demand → Tools, frameworks, and guidance to meet new biodiversity commitments (from previous analysis).
- ✓ **Golden Eggs connect the two** → Creating clear entry points for businesses to engage with IUCN.

Golden Eggs serve as practical, science-based entry points for businesses to engage with biodiversity solutions—bridging the gap between corporate action and global conservation goals.

This analysis also links into the current offerings to the Private Sector in Appendix 1 of this report.

Working with, and through, Members

There are four different areas of work explored on the next pages:

- (1) **Standards & Frameworks** (inc. reporting / disclosure)
- (2) **Knowledge & Data Tools**
- (3) **Convening & Networks**
- (4) **Capacity-Building & Technical Services** (including Case Studies)

Each of these areas hides a multitude of different tools, data and products which can be tailored to our work with the Private Sector.

Equally, this is not top-down effort from the Secretariat alone, and we want to inspire the full range of members to create Private Sector data, standards and tools which can shape the future for nature.

On the following pages, therefore, as we explore existing products, we are fully aware of the power of the Union. The list includes data and tools managed and delivered by Commissions and Members. We need to learn from the Union and integrate great offerings such as Nature Positive and TNFD into our work. Equally, where we have found tools, standards and data that work for members, we need to ensure that these can be delivered by them in a multiplier effect.

All this work will need to be addressed as next steps as the strategy becomes implemented.



IUCN's Golden Eggs* – Key Offerings to Businesses

All of IUCN's current offerings to businesses (Golden Eggs) can be classified into one of four categories. Following their classification, their strategic value to businesses is ranked, along with the degree of uniqueness to IUCN (indicating how competitive we are in this offering). The strength of each category is determined by combining the strategic value with the uniqueness to IUCN.

Category	Key Offerings	Examples	Strategic Value to Businesses	Uniqueness to IUCN	Overall Strength
1. Standards & Frameworks (inc. reporting / disclosure)	Science-based frameworks for sustainability	NbS Standard, Green List, KBA Standard, Nature positive assessments (RHINO)	Moderate – Key for corporate ESG compliance and biodiversity integration into ESG frameworks	High – IUCN develops globally recognised standards for nature	HIGH
2. Knowledge & Data Tools	Scientific databases and biodiversity risk assessment tools	IUCN Red List, KBA, IBAT, Protected Planet, STAR Metric, Nature positive assessments (RHINO)	High – Essential for reporting (e.g. TNFD) and corporate risk assessment prior to disclosures	Very High – IUCN is the authoritative source of global biodiversity data	VERY HIGH (But significant additional investment needed)
3. Convening & Networks	Platforms for business-NGO engagement & policy influence	IUCN Congress, Leaders Forums, Scientific Panels, Private Sector Platforms	High – IUCN acts as a neutral broker between conservation, business, and policymakers	Medium – Unparalleled convening power	HIGH (there is something unique about our convening e.g. IPOs, but need bigger cohort of Partners)
4. Capacity-Building & Technical Services (including Case Studies)	Training, advisory support, and toolkits	IUCN Academy, Advisory Services, PANORAMA knowledge platform	High – Helps businesses integrate biodiversity into operations and investments	Moderate – Strong knowledge base, but significant competition exists	MODERATE / HIGH (and GROWING)

Refining the Demand-Supply Overlay

This table highlights the core delivery capacities of IUCN (“Golden Eggs”) and how this supports the Private Sector.

Please note: The analysis includes both Private Sector and the Union. We need to consider IUCN’s value proposition in each.

Core IUCN Delivery Capacity (“Golden Eggs”)	Examples	How this Supports Members	How this Supports Business
1. Standards & Frameworks (inc. reporting / disclosure)	NbS Standard, Green List, KBA Standard, Nature positive assessments (RHINO). TNFD, CSRD, EU DR	❖ Strengthens conservation best practices and their alignment with different sectors	❖ Supports effective disclosure requirements ❖ Supports impact measurement
2. Knowledge & Data Tools	IUCN Red List, KBA, IBAT, Protected Planet, STAR Metric, Nature positive assessments (RHINO)	❖ Enhances scientific credibility and science-based decision making ❖ Provides biodiversity baselines ❖ Monitoring of biodiversity trends and outcomes	❖ Helps effective and comprehensive risk assessment ❖ Supports regulatory compliance
3. Convening & Networks	IUCN Congress, Leaders Forums, Scientific Panels, Private Sector Platforms	❖ Creates effective advocacy spaces ❖ Increases public-private dialogue and partnerships	❖ Enables industry dialogues ❖ Strengthens engagements with new and critical stakeholder groups ❖ Increases investor engagement with nature
4. Capacity-Building & Technical Services (including Case Studies)	IUCN Academy, Advisory Services, PANORAMA knowledge platform	❖ Expands training programmes to support effective implementation of conservation initiatives ❖ Provides specific technical assistance for Private Sector	❖ Supports biodiversity strategy development ❖ Delivers sector-specific technical support



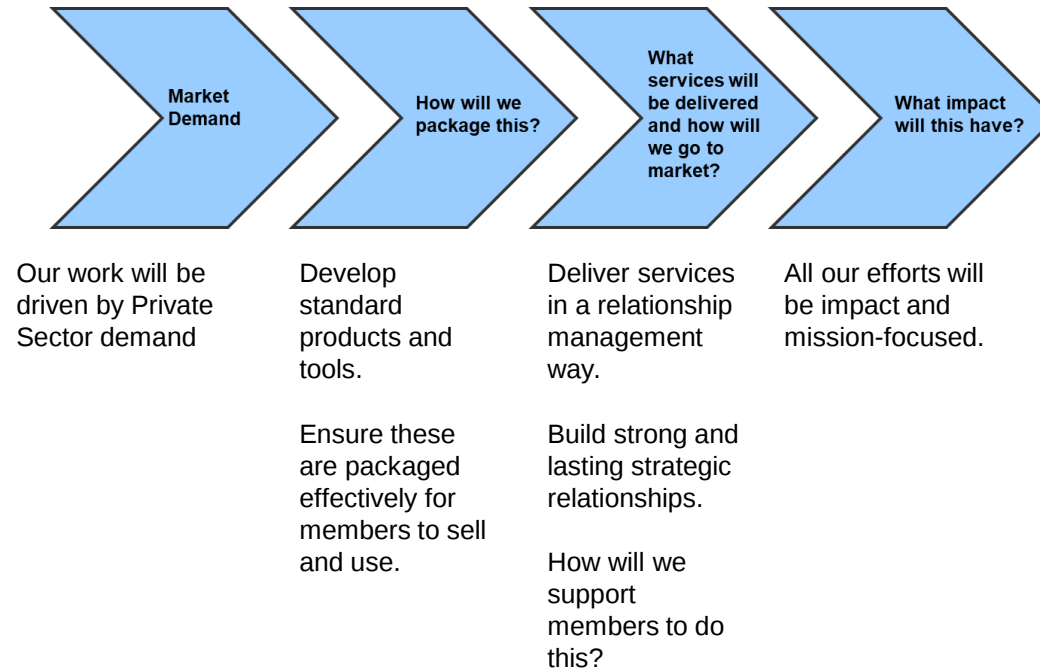
How do we make this work?

We need a cohesive approach for all data, tools and standards and how we provide services to the Private Sector.

What is clear from the strategy work is that we develop tools but often are not sure how these will be taken to market or to maximise impact for nature. We need to see the path to market as a chain and be thoughtful in our response at each step below.

While the tools and standards can be developed as standard packages, **our approach must be based on relationship marketing / management and individual scoping with each client.**

We need to also manage risk and have effective protocols to ensure reputational risks are managed.



Membership

47% of members agree with establishing a category of affiliate or membership for Private Sector entities against 28% who disagree. What is clear is that there is real opportunity if the case is demonstrated clearly.

This class of affiliate or membership would probably not attach to voting rights. The Private Sector would be comfortable with this, however they would need frequent and meaningful engagement. **Membership, and what form this takes, is an ongoing conversation.**

The consultant reports highlights the following:

- Any offering would need to be targeted, not a general offer. This is because the market-place is already cluttered and IUCN not well known.
- IUCN would need to build relationships with Private Sector organisations through frequent and meaningful engagement. IUCN's brand recognition will also need to be improved to drive this.
- The offering must be an 'impact driven' offering and engage with the Private Sector on that basis
- There is a clear and positive financial case, but this will need more work to establish an effective level and offering.
- How to proceed in statutes will need some work.

This Private Sector strategy also sees us moving away from the term Business Engagement. We should use the language of **Private Sector strategy** (as per the Vision).



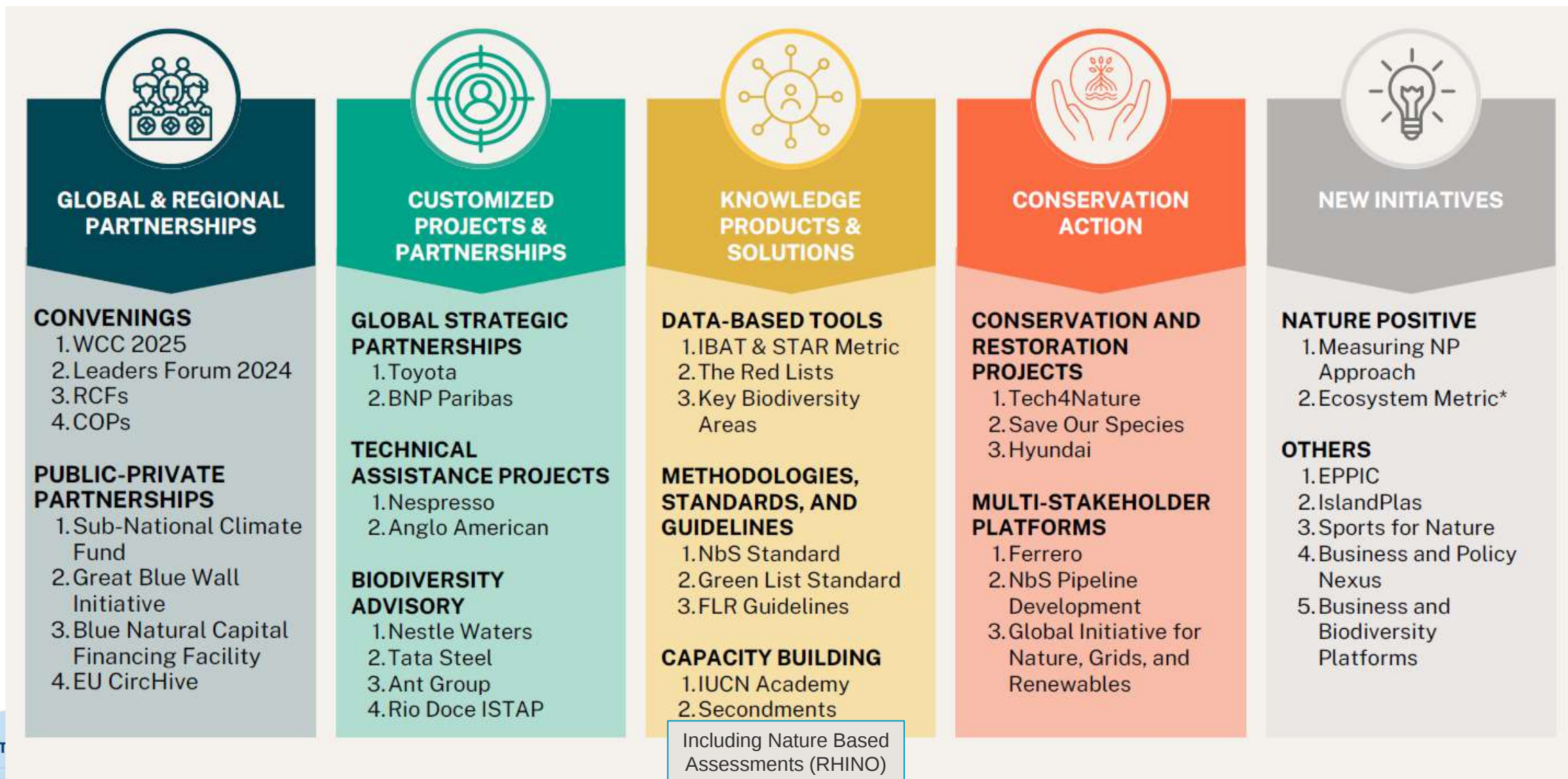


Appendix 1

Current offering to the Private Sector

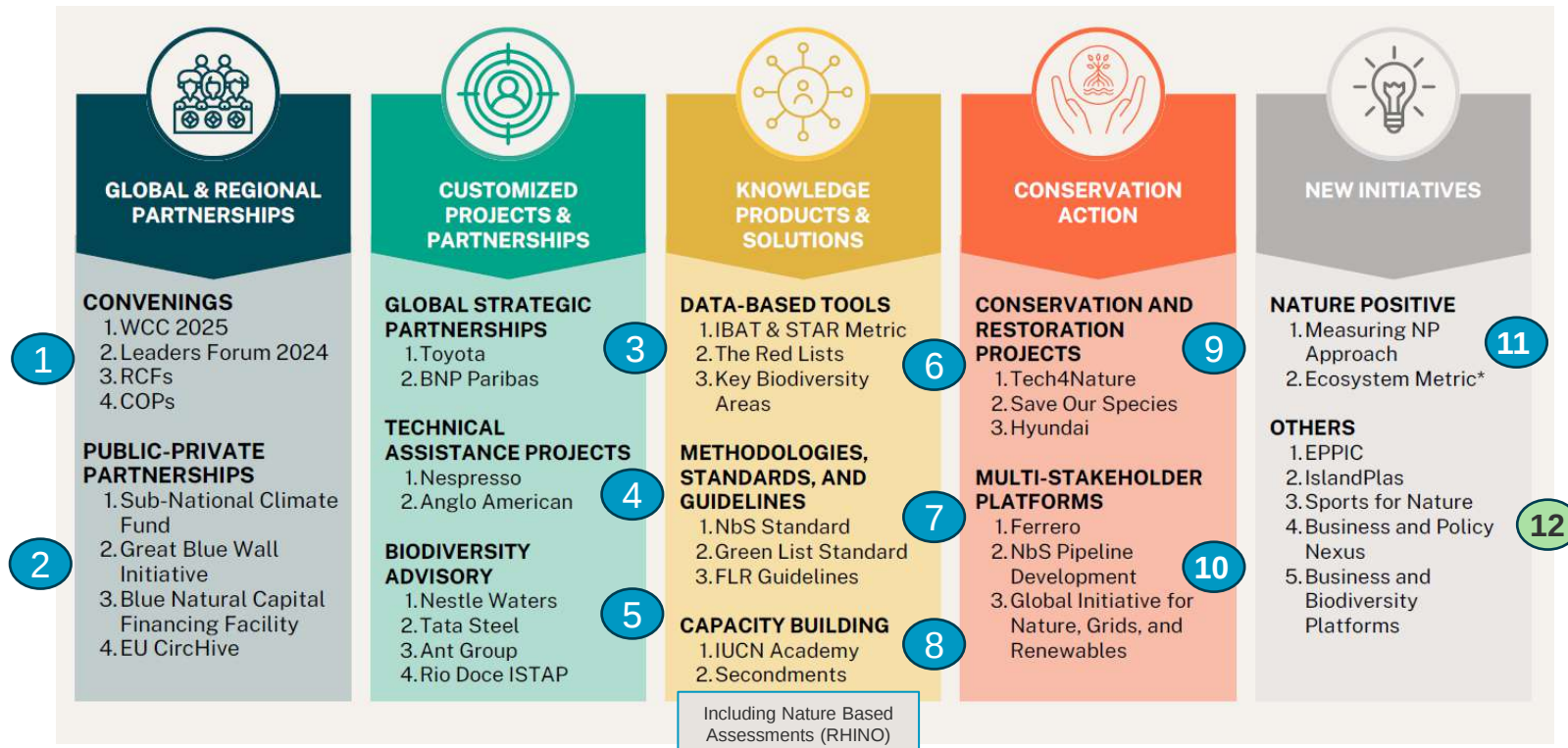
Current offers to the Private Sector ...

Please note: this list of IUCN offers is 'indicative' and we need to map out numbers of engagement and amounts in the next steps of refinement of this strategy.



Current offers to the Private Sector ...

Looking at it a slightly different way and aligning this against our catalytic roles:



The global partnerships are also good examples of sponsorship and corporate social responsibility (CSR). 3

The others box can be fit into the other areas ... 12

Convening 1 10

Science, data, tools and knowledge 6 7 11

Policy and advocacy 12 (just starting)

Capacity building 8 (minimal at present)

Mobilising resources for work on the ground (including projects)

- Projects funding 9 10
- Funds and financing 2 10
- Technical assistance 4
- Biodiversity advisory 5

Advancing education and awareness building ??



Appendix 2

What does the Vision and Programme say?



What the Vision says ...

IUCN already works with the private sector. We will leverage this for our future ambition:

- investing in promising research and development;
- strengthening the investment in Nature-based Solutions;
- ensuring appropriate restoration mechanisms; and
- solving shared challenges.

Engaging the Private Sector at different levels:

- **Policy level:** Informing and influencing policy and regulatory frameworks to ensure full accounting of natural capital
- **Finance level:** Strengthening collaboration with the financial sector on data and standards, shifting towards nature-positive investment and mechanisms across financial markets.
- **Business practice level:** Working with businesses across sectors to apply credible approaches to identifying and mitigating their impact on nature in value and supply chains.
- **Scaling up:** Building on Nature-based Solutions and Nature-positive work

Engagement seen in the Vision:

- Developing new nature-based business
- Developing mission-driven finance: bonds and new financial instruments (including Carbon / Biodiversity credits)
- Private sector partnerships
- Potentially developing revenue-generating services
- Convening private sector and Members

IUCN will work in each of the eight transformational areas of the Vision: (1)

Alignment of financial and economic systems with nature, (2) Climate change (3) Food systems and sustainable agriculture (4) One Health (5) Green, just energy transition (6) Sustainable Cities (7) Regenerative blue economy and (8) Water security and stewardship.





What the Programme says ...

The Programme sees purposeful engagement with the Private Sector as a powerful partner.

It sees us growing the conservation community by engagement with the Private Sector.

It also sees the emergence of tools such as natural capital accounting

Sees the Private Sector as an important partner and integral to achieving real change for nature in:

- **Scaling up Nature-based Solutions**
- **Developing biodiversity metrics for a nature positive transition:** providing transition pathways for private sector actors and setting baselines and verifying concrete contributions.
- **Agricultural systems:** Scaling up nature positive landscapes, creating evidence-based approaches, ensuring policy and advocacy and help refining incentive systems.
- **Nature-based urban development:** Raising awareness among governments, the private sector, urban planners and citizens about the importance of urban biodiversity.
- **Blue economy (Oceans):** Developing new enterprises, and innovative finance

- **Nature Positive Renewables and Grids:** best practice guidance, capacity-building, decision-support tools and proof-of-concept pilots.
- **Re-aligning economic and financial systems:** assessing, reporting and setting targets on the alignment of economic and financial systems with nature
- **Conserving freshwater biodiversity:** Governments and the private sector have used data and tools to incorporate freshwater biodiversity into decision-making processes.
- **Restoring terrestrial ecosystems:**





What the Programme says ... continued

To achieve this our work with the Private Sector will:

Knowledge, tools and data

- Develop effective tools, data sets and evidence.
- Tools which can be used with the Private Sector and governments for transition.

Convening

- Convene effective conversations with Private Sector and members (and potentially sees a non-voting class of membership for the Private Sector).

Policy and Advocacy

- Policy and advocacy and help refining incentive systems.
- Address harmful subsidies

Capacity development

- Create sound case studies
- Helping members with capacity building to see how they can link into the Private Sector.

Mobilising conservation action on the ground

- Scaling up nature positive landscapes, Evidence-based approaches,
- Help scale Nature-based Solutions
- Setting baselines and monitoring against these.
- Implement and assessment of actions
- Developing innovative mechanisms to catalyse public and private sector funding

Advancing education and awareness building

- Advancing awareness building of the Private Sector and IUCN's work

Our strategy is to engage with the Private Sector to ...

1. Change business practices : Working with business to evaluate and mitigate their impact on nature in value and supply chains.

2. Scaling up: Helping business to scale up Nature-based Solutions and Nature Positive work

3. Finance level: Placing our tools, standards and data behind investment decisions.

4. Creating new finance mechanisms: While creating new finance mechanisms and exploring biodiversity and water credits.

5. Advocating for change ... influencing policy and regulatory frameworks to ensure full accounting of natural capital and ensuring the enabling environment for nature to change.





Appendix 3

List of current Private Sector engagement products (not complete)

Private Sector engagement products (not complete)

The list below is an indicative list of Private Sector products which can be shaped into our maturity curve model.

This list is not indicative and needs expanding, refinement and agreement, but is provided as an indicative list to accompany the PS Strategy.

#	Tool	Use Case for Companies	Examples of Key Users	Strategic Value
1	Approaches to Sustainable Use of Wild Species	Plan sustainable use of wild species	Compliance teams, sourcing managers	Connects conservation outcomes with sustainable supply chains
2	Biodiversity and Responsible Sourcing for Wind and Solar	Guide for responsible sourcing in renewables	Procurement teams, ESG managers	Sector-specific entry point for renewables
3	ECOLEX – Gateway to Environmental Law	Reference environmental legal frameworks across countries	Legal counsel, risk and compliance managers	Demonstrates IUCN’s multilateral policy knowledge base
4	EICAT – Environmental Impact Classification of Alien Taxa	Assess potential impacts of invasive species	Compliance teams, biosecurity planners	Shows IUCN’s role in horizon scanning and ecosystem integrity
5	Global Standard for Nature-based Solutions (NbS)	Design and certify high-integrity nature-based projects	Project developers, carbon finance teams	A “passport” for high-integrity NbS
6	Green List of Protected and Conserved Areas & GL Standard	Assess and improve protected area effectiveness; benchmark against global criteria	Operations leads, environmental compliance teams, site managers	Signals credibility and accountability in site governance
7	Green Status of Species	Measure recovery efforts for species	ESG leads, sustainability operations teams	Adds a “success lens” to traditional threat indicators
8	Guidance on Biodiversity Cumulative Impact (Wind/Solar)	Early-stage planning for low-impact renewable energy	Energy developers, financiers	Sector-specific entry tool for nature-smart renewables
9	Guidelines for Planning and Monitoring Corporate Biodiversity Performance	Baseline structure for companies starting to set targets	ESG teams, strategy directors	Provides clear, flexible structure for early-stage planning
10	Guidelines on Business and KBAs	Manage business operations in and around biodiversity-sensitive areas	Environmental managers, ESG directors	Bridges science with operational decision-making
11	IBAT – Integrated Biodiversity Assessment Tool	Biodiversity risk screening for project sites	Biodiversity experts, risk managers	Gateway to IUCN data; business-ready access to multiple datasets
12	IUCN Academy (Introductory)	Train executives and teams in cutting-edge approaches	Executives, corporate learning leads	Builds credibility and capability among frontrunners
13	IUCN Leaders Forum	Showcase leadership, shape global discourse, link companies to other stakeholders	CEOs, chief sustainability officers	IUCN’s convening power, on display

Private Sector engagement products (not complete)

The list below is an indicative list of Private Sector products which can be shaped into our maturity curve model.

This list is not indicative and needs expanding, refinement and agreement, but is provided as an indicative list to accompany the PS Strategy.

#	Tool	Use Case for Companies	Examples of Key Users	Strategic Value
14	KBA – Key Biodiversity Areas Database	Identify critical areas of biodiversity significance	CSR teams, conservation advisors	Connects business activity to global conservation priorities
15	Manual for Creation of Blue Carbon Projects	Structure and launch coastal blue carbon projects	Coastal project teams, climate financiers	Leverages IUCN's coastal and carbon credibility
16	Measuring Nature-Positive	Set and report against nature-positive targets	Biodiversity leads, investors	Reinforces IUCN's influence in global metrics discourse
17	PANORAMA – Solutions for a Healthy Planet	Share and adapt biodiversity solutions across contexts	Peer networks, field teams	Strengthens peer learning and replication of success
18	Restoration Barometer	Track progress on restoration targets	Project teams, funders	Provides transparency in tracking commitments
19	RLE – Red List of Ecosystems	Assess ecosystem collapse risk to inform land-use decisions	Regional sustainability teams, site managers	Science-based signal for ecosystem prioritization
20	RLTS – Red List of Threatened Species	Identify species at risk in operational landscapes	ESG leads, sustainability operations teams	Flagship science product; global gold standard; used in regulations
21	ROAM – Restoration Opportunities Assessment Methodology	Identify and prioritize areas for restoration	Biodiversity managers, external affairs teams	Tool for scaling restoration with multiple stakeholders
22	STAR Metric	Set science-based species targets and monitor outcomes	Biodiversity managers, investors	Turns the Red List into a business-specific implementation tool
23	Urban Toolbox	Integrate urban nature into development projects	Infrastructure planners and investors	Expands IUCN's reach into urban sustainability innovation
24	WDPA – World Database on Protected Areas	Map protected area overlaps with planned operations	Site planners, ESG analysts	Reinforces IUCN's authority on baselines, widely used by financiers
25	World Heritage Outlook + Self-Assessment Toolkit	Assess proximity to heritage site and identify no-go areas and sensitive sites	Site planners, ESG analysts	Strong links to local communities' engagement with businesses



Terms and Principles for IUCN Member Committees

Part I. Background and Principles

In accordance with the IUCN Statutes, IUCN Member Committees (National, Regional and Interregional Committees), as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting these terms and principles, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well as its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. IUCN recognizes the critically important role that IUCN Member Committees play in the recruitment, engagement, connection, networking, general assistance and retention of Members. In many cases, particularly in countries with no IUCN office, the IUCN Member Committee is the key IUCN touchpoint for Members, as well as the facilitator of all Member and Commissions expert networking activities and collaborations within that region. IUCN Member Committees are integral to achieving the mission and objectives of IUCN, as well as helping to ensure the sustainability of IUCN as an organization.
3. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations and supported by the One Programme Charter (2011). In these governance documents, these terms and principles are referred to as the Operational Guide for IUCN National and Regional Committees. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
4. The establishment and functioning of IUCN Member Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
5. In addition to these statutory provisions and to IUCN Regulation 66b is dealing specifically with the conduct of IUCN Member Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Terms and Principles which provides ethical standards and criteria to which all IUCN Member Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, Member Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting these Terms and Principles, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
6. IUCN Member Committees shall monitor the application of these Terms and Principles and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
7. This document provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN Member Committees and their Members when acting as representatives of a National or Regional Committee.

Part II. Adhering to and Exemplifying IUCN's Principles and Values

8. In all their operations and dealings, IUCN Member Committees :
 - a. Will maintain the highest levels of **integrity and ethical behaviour**, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. IUCN Member

Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations.

- b. Can expect reciprocity and will adhere to principles of **responsibility and accountability**, to support and strengthen the ability of the Union to achieve its Mission, goals and objectives. Member Committees:
 - i. will be respectfully included, assisted and supported by their Regional Office as well as the Secretariat Membership Support unit and the IUCN Council;
 - ii. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;
 - iii. will issue messages strictly in the name of their particular IUCN Member Committee and not of IUCN per se, and shall align their external messages with the values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;
 - iv. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and
 - v. shall be kept informed, by relevant units of the Secretariat, of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.
- c. Will coordinate their **fundraising activities** with the Secretariat in a spirit of openness, transparency, respect and support. The Secretariat will support and facilitate IUCN Member Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.
 - i. IUCN Member Committees should exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.
 - ii. IUCN will support and facilitate fundraising activities to ensure the financial sustainability of Committees and their ability to continue operating effectively without imposing financial obligations or liabilities upon IUCN.
- d. Will aim for **fairness, inclusivity and transparency in decision-making**. IUCN Member Committees shall:
 - i. Be required to carry out their responsibilities in a spirit of openness and transparency;
 - ii. on request, make minutes of meetings available, in the language in which the meeting was conducted, to the members of the Committee, IUCN Council and the Secretariat.
 - iii. IUCN Member Committees shall submit an annual report on their activities to the Director General and the Council in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages either using a standard template prepared by the IUCN Secretariat or by submitting the IUCN Member Committees' official annual report.
- e. Will aim for **equality, inclusiveness and respect** for the diversity of people and cultures.

IUCN Member Committees shall :

- i. expect to be treated with courtesy, respect, and consistency by all IUCN stakeholders and representatives;
- ii. have a reciprocal duty to treat their Councillors, their Members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;
- iii. promote a culture of appropriate behavior for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;
- iv. demonstrate a strong commitment to environmental responsibility;
- v. assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and
- vi. remain faithful to the Mission and Vision of IUCN.

Part III. Maintaining the Diversity and Representativeness of IUCN Member Committees, and Investing in the Future

9. To reach their maximum potential, IUCN Member Committees need to be representative of the membership on whose behalf they act. All IUCN Member Committees shall therefore take all appropriate steps to ensure that:
 - a. to the extent possible, the IUCN Members' individual representatives to the IUCN Member Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the IUCN Member Committees to benefit in the future from a continued succession of diverse experience and perspectives;
 - b. as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN's structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore:
 - i. the Chair of a IUCN Member Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and
 - ii. Member Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee's bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and so that the Member Committees – and IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge
 - c. IUCN Member Committees involve Councillors elected from the Regions and other members of the Council resident in a State or Region, where such Committee or Regional Fora have been established, to participate in their meetings and activities as provided for in article 72 of IUCN's Statutes;
 - d. that the IUCN Member Committees assist Councillors elected from the Regions in completing the obligations of their appointment in accordance with the Responsibilities and roles of Councillors elected from the Regions; and
 - e. that the IUCN Member Committees invite representatives of the Commissions to participate in their meetings. To that end, each Commission shall make available to IUCN Member Committees contact information for Commission Members living in the area of the Committees and nominate the member(s) as the Commission's official

representative(s) to Committee meetings.

Part IV. Coordinating with IUCN Commissions

10. In order to give effect to Part II.8.a and part III.9.c and to strengthen the One Programme Approach among IUCN components, the Commissions might be involved in the governance structure and in the activities of the IUCN Member Committees. IUCN Member Committees may invite the regional or national representative of each Commission to participate in the meetings of their governing bodies, in accordance with the following guidelines:
 - a. Each Member Committee should ensure collaborative and cohesive engagement with the representative of each Commission.
 - b. All members of the Commissions resident in the State or Region of the Committee may be invited to participate in all major meetings and relevant events of the IUCN Member Committees and Regional Fora (art. 72 of the Statutes).
 - c. If a member of a Commission has been nominated as their official representative, they shall be the one invited to participate in, and speak at the meetings of the governing bodies of the IUCN Member Committees in the name of their Commission, without a right to vote; For this purpose, the Commission's official representative(s) shall ensure that they align their messages with that of their respective Commission and inform their respective Commissions about any matter relevant for the Commission discussed and decided at the meetings of the Committees. For these purposes, the regional commission representative is accountable to the national representatives of each Commissions and the national commission representative to the national members of each Commission.
 - d. Each Regional or National Committee that decides to include Commissions in its governance structures, in coordination with the Commissions, and based on their specific realities, shall define the manner in which this collaboration will be implemented under the One Program Approach.

Part V. Working Outside National or Regional Boundaries

11. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN Member Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.
12. When proposing to work outside its own State or Region, a National or Regional Committee shall undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as "focal" country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.
13. Such prior consultation shall be the norm for any subject matter and/or activity that falls outside a Committee's national territory or regional area of operation, as relevant, including but not limited to aspects of:
 - a. direct project implementation;
 - b. capacity building;
 - c. governance issues;
 - d. policy processes;
 - e. fundraising activities; and/or
 - f. Congress preparations, including the Motions process.
14. In cases where no National Committee exists in a particular focal country, prior consultation shall be undertaken with IUCN Members in that country.
15. The relevant IUCN regional or country office shall be kept informed of such consultations in a timely

and meaningful way, so as to facilitate on-going communication and coordination between all relevant IUCN components.

16. IUCN Member Committees shall strive to engage with IUCN Members in the relevant focal country or region.
17. IUCN Member Committees shall give due consideration to the need for inter-country or interregional coordination with Commissions, as appropriate.

Part VI. Effective Date and Amendment

18. These Terms and Principles

- shall become effective upon Council's decision approving it, and
- may be amended at any time by decision of Council, after consultation with Member Committees. Suggestions for improvements to these guidelines by Committees are welcomed and should be addressed to the Constituency Committee of Council

Part VII. Implementation of the Terms and Principles

19. Persistent and deliberate action in violation of these Terms and Principles by IUCN Member Committees may lead the Director General to seek a written response from the Committee. Thereafter, the Director General may make a recommendation to Council on the withdrawal of recognition of that particular Committee, as provided for in IUCN Regulation 64.

Part VIII. Scope of Application

20. The provisions of these Terms and Principles shall apply to all IUCN Member Committees and to their Members.

Action Plan for the Governance and Constituency Committee Task Force on Decision 145

OBJECTIVE

IUCN's National, Regional and Interregional Committees (IUCN Member Committees) are regional and national contact points for IUCN and each have the potential to be intermediaries, brokers and negotiators; significant conveners and networkers; conduits of information between all IUCN components; vehicles for membership recruitment and retention; and multi-directional communication mechanisms, in addition to being project deliverers, advertisers and fundraisers, within the constraints, capacities and opportunities available to IUCN Members in each country or region.

The draft IUCN 20-year Strategic Vision already identifies an increasing responsibility on IUCN Member Committees, an emphasis which the final version is expected to confirm. To enable such a workload to be delivered, largely by voluntary means, this action plan aims to help all IUCN Member Committees grow stronger, to facilitate their engagement in the work of the Union and support them in becoming an even more valuable and effective part of the Union.

A key challenge for the future is to strengthen the recognition and representativeness of IUCN Member Committees – and particularly of their Chairs – at national and regional levels assigned to them by IUCN. This involves advancing a shared understanding within the Union of the roles of legitimacy, leadership and coordination that Committees are expected to play. Clarifying these dimensions will reinforce their ability to act as effective interlocutors with external stakeholders and as strategic actors within IUCN.

BACKGROUND

Members at the World Conservation Congress 2021 requested Council to reflect on the requirements for establishing National Committees, Regional Committees and Interregional Committees (IUCN Member Committees), including proposed actions to strengthen Council's oversight of Committees to ensure their transparency, independence and integrity (see [World Conservation Congress 2020 Decision 145](#)).

The Governance and Constituency Committee Task Force on Decision 145 was appointed to carry out this work and began by carrying out a survey into the 'establishment, operations and oversight of National, Regional and Interregional Committees'. With the support of the Regional Conservation Fora, Councillors from the Region, the Secretariat and the Global Group for National and Regional Committee Development, 75% of IUCN Committees responded between June and December 2024. The findings of the survey, with analysis and interpretation from the GCC Task Force, the Global Group for National and Regional Committee Development (GG), and the Secretariat's Membership and Commission Support

Unit (MCSU), underpin this open-ended action plan. The GCC Task Force will take the lead on implementing the action plan with the support of GG and MCSU.

ACTION PLAN

A. RESEARCH AND ANALYSIS

1. a. Conduct in-depth analysis of the results of the IUCN Member Committee survey in order to better understand how they operate and what activities will provide the greatest support and catalyst to the work of these highly diverse Committees.
b. Supplement this analysis with further research into what Members need from their Committees and what would engage them most with their National, Regional or Interregional Committee. Understanding the capacity-building needs of IUCN Member Committees is paramount to progressing this initiative and this research will underpin future development of this action plan strategy.
(Completed by October 2026)
2. In order to better understand the important work of each Committee, the GCC Task Force will develop a template for annual reporting along with a clear timeline for its annual completion and a clear understanding of what the information will be used for. (Completed by October 2026)
3. In the spirit of the One Programme Approach and to improve the recognition of the work of IUCN Member Committees and increase their profile as valuable components of the Union, a communications strategy for IUCN Member Committees will be produced in collaboration with the Global Group for National and Regional Committee Development. (Completed by October 2026)

B. GUIDANCE AND ADVICE

4. In order to equip Committees with information and guidance to achieve their goals, the 2014 [Creating and managing an IUCN National Committee in Europe Toolkit](#) will be developed and updated into a: Creating and managing an IUCN National Committee Toolkit. Subsequently, a toolkit will be produced for IUCN Regional Committees. (Completed by June 2026)
5. In addition, the Global Directory of National and Regional Committees will be revised and maintained as an up to date register of Member Committee and Country Focal Point Contacts contacts.
6. The [Operational Guide for IUCN National and Regional Committees](#) last updated in 2020 will be reviewed and updated in 2025 in consultation with the Global Group for National and Regional Committee Development and subsequently every five years.
(Completed by May 2025)

7. Ensure any recommended actions take into account the different memberships of Committees (which currently ranges from 2 to 148 Members), the different stages of development of a Committee (ranging from new to well-established), and the three different types of Committee (National, Regional, and Interregional).
8. Acknowledging that small IUCN National Committees with less than 5 Members are vulnerable to becoming inactive and therefore IUCN risks losing valuable voices and diversity, the action plan will analyse and identify activities that will support and make small Committees more sustainable. (Completed by March 2026)
9. Understanding that some Committees have benefited from registering as a legal entity, analyse the pros and cons of a Committee having a legal status and communicate the results of the analysis and any advice to all Committees. (Completed by March 2026)

C. RESOURCING AND NEXT STEPS

Mindful of IUCN Statute #71 that Member Committees are self-governing and shall not impose financial obligations or liabilities upon IUCN, the following actions on resourcing will be implemented:

10. To ensure that the action plan is implementable, an analysis of prospective costs and benefits will be undertaken, followed by a request that Council encourages the implementation of the action plan. (Completed by November 2025)
11. In close association with the Global Group for National and Regional Committee Development, work will begin on developing a resourcing strategy for IUCN Member Committees to raise funds from third parties to further the work of IUCN (Commencing June 2025)
12. Recognising the strengths in both the diversity of Committees and their decentralised role, the action plan along with a timeline of deliverables will be widely consulted on with IUCN Member Committees and interested Members, including at a Forum event at the World Conservation Congress (if successfully selected), in order to maximise the usefulness, applicability and implementation of its actions. (Completed by October 2025)
13. Request the IUCN Council 2026 to 2029 to continue the work of developing the action plan and making IUCN Member Committees become an even more valuable and effective part of the Union. (Ongoing)

Membership Applications Approved by Council C113 on 9 May 2025

Statutory Region	39 Applicants	Cat.
Africa	• Kenya Wildlife Service	GA
	• ÉCOLOGIE UNIVERSELLE	NGO
	• Zimbabwe Parks and Wildlife Management Authority	GA
	• TSURO Trust	NGO
	• Indigenous Livelihood Innovation Organization Team-(ILIOT)	IPO
	• Biodiversité Environnement et Développement Durable	NGO
	• Advocates for Biodiversity Conservation	NGO
	• Cross River State Ministry of Environment	SN
	• Zimbabwe Womens Bureau	NGO
	• ONG Tandavanala	NGO
Meso and South America	• Fundación para la Conservación e Investigación JAPU	NGO
	• Asociación Colombiana de Zoología	NGO
	• Fundación Cambugán	NGO
	• Asociación de Cooperación para el Desarrollo Rural de Occidente	IPO
	• Asociación Interamericana para la Defensa del Ambiente	NGO
	• Municipalidad de Antigua Guatemala	SN

	• UNIDAD DE CONSERVACION Y DESARROLLO FORESTAL INTEGRAL TOPIA S C	NGO
North America and the Caribbean	• New England Aquarium	NGO
	• Bow Seat Ocean Awareness Programs	NGO
	• The International Rhino Foundation	NGO
	• The Morton Arboretum	NGO
	• The International Wildlife Trust	NGO
	• International Rivers	INGO
South and East Asia	• Philippine Tropical Forest Conservation Foundation, Inc.	NGO
	• The Conservancy Association	NGO
	• G.B. Pant National Institute of Himalayan Environment	GA
	• Zoological Survey of India	GA
	• Eco Earth Foundation Nepal	NGO
	• Heartfulness Institute	NGO
West Europe	• Deutsche Meeresstiftung	NGO
	• European Ranger Federation	NGO
	• Dona Bertarelli Philanthropy	NGO
	• Deep Sea Conservation Coalition	NGO
	• HCV Network Ltd.	NGO
	• Plateforme Océan & Climat	NGO
	• Coral Guardian	NGO

	• Global Greengrants Fund UK	NGO
	• Bruno Manser Fonds	NGO
West Asia	• Lebanese University, Faculty of Agronomy	NGO