



UNION INTERNATIONALE POUR LA CONSERVATION DE LA NATURE

117e réunion du Conseil de l'UICN (C117)

Réunion présentielle à Gland, Suisse, du 21 au 23 avril 2026

Décisions

Approbation de l'ordre du jour (Point 1 de l'ordre du jour)

DÉCISION C117/1 DU CONSEIL

Le Conseil de l'UICN,

Adopte l'ordre du jour de sa 117e réunion (Annexe 1).

Nomination des Vice-présidents (Point 2.1 de l'ordre du jour)

DÉCISION C117/2 DU CONSEIL

Le Conseil de l'UICN,

Sur proposition de la Présidente,

Nomme les membres suivants du Conseil en tant que Vice-présidents de l'UICN (par ordre alphabétique) :

- Yinfeng Guo (Chine)
- Maud Lelièvre (France)
- Imèn Meliane (Tunisie)
- Ramón Pérez-Gil Salcido (Mexique)

Approbation des Termes de référence et nomination des membres des comités permanents du Conseil (CFA, CIG et CPP), y compris leurs Présidents respectifs (Point 2.2 de l'ordre du jour)

DÉCISION C117/3 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation des comités permanents provisoires du Conseil,

Approuve le mandat du Comité des finances et audit (FAC), du Comité institutionnel et de gouvernance (CIG) et du Comité du Programme et des politiques (CPP), tels que présentés dans les annexes 2, 3 et 4, respectivement ;

Sur recommandation de la Présidente, et compte tenu des manifestations d'intérêt présentées par les membres du Conseil,

Nomme les membres et Présidents des comités permanents du Conseil de l'UICN, comme indiqué à l'annexe 5.

Nomination des membres du Bureau du Conseil de l'UICN (Point 2.3 de l'ordre du jour)

DÉCISION C117/4 DU CONSEIL

Le Conseil de l'UICN,

Notant la désignation par les Présidents des Commissions de l'UICN de Madhu Rao, Présidente de la CMAP, comme leur représentante au sein du Bureau pour la première moitié du mandat, et de

Christina Voigt, Présidente de la CMDE, comme leur représentante au sein du Bureau pour la seconde moitié du mandat ;

Sur recommandation de la Présidente, et après consultation des Vice-Présidents,

Nomme les membres suivants du Conseil en tant que membres du Bureau, en plus de la Présidente, du Trésorier, de la représentante des Présidents des Commissions et des Présidents des comités permanents du Conseil, qui sont membres du Bureau en vertu de l'article 57(a) du Règlement :

(1) Pour la première moitié du mandat :

- Maud Lelièvre (Vice-présidente)
- Ramón Pérez-Gil Salcido (Vice-président)
- Simon Awad (Conseiller élu des Régions)
- Amran Hamzah (Conseiller élu des Régions)

(2) Pour la seconde moitié du mandat :

- Yinfeng Guo (Vice-président)
- Imèn Meliane (Vice-présidente)
- Ana Di Pangracio (Conseillère élue des Régions)
- Samad-John Smaranda (Conseiller élu des Régions)

Nomination de la Conseillère juridique

(Point 2.4 de l'ordre du jour)

DÉCISION C117/5 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation de la Directrice générale,

Renouvelle la nomination de Mme Sandrine Friedli Cela en tant que Conseillère juridique, conformément aux articles 46(o) des Statuts et 45(d) et 87 du Règlement.

Nomination des Vice-présidents et des membres des comités directeurs des Commissions de l'UICN

(Point 2.5 de l'ordre du jour)

DÉCISION C117/6 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation des respectifs Présidents des Commissions concernées,

Prenant note des discussions tenues lors de la 117e session du Conseil, y compris les préoccupations soulevées quant à l'équilibre régional ;

Rappelant que la sélection des membres des Comités directeurs doit refléter les questions de qualification technique, représentation géographique, diversité des points de vue et équité entre les sexes, ainsi que de jeunesse ;

Nomme les personnes suivantes en tant que Vice-présidents ou membres des Comités directeurs des Commissions de l'UICN, en plus des nominations déjà réalisées par le Conseil (décision C116/3) :

I. Commission pour la sauvegarde des espèces (CSE) :

1. Rodrigo Medellín (Mexique) – *Coprésident du Comité de conservation des vertébrés*
2. Jean-Christophe Vié (France) – *Coprésident de l'Act Impact Task Force*, en remplacement de Jenny Gray

II. Commission mondiale des aires protégées (CMAP) :

1. Paula Bueno (Colombie)
2. Fabrice Stephenson (Royaume-Uni)
3. Lou Sanson (Nouvelle-Zélande)
4. Darlene Upton (Canada)

III. Commission mondiale du droit de l'environnement (CMDE) :

1. Alvin Gachie (Kenya)
2. Christine Adam (Allemagne)
3. Emmanuel Kasimbazi (Ouganda)
4. Ria Das (Inde)
5. Sonia Pena Moreno (Colombie) *ex officio*

IV. Commission de gestion des écosystèmes (CGE) :

1. Pascal Ahouanvoegbe (Bénin)
2. Frances Camille Rivera (Philippines)

V. Commission des politiques environnementales, économiques et sociales (CPEES) :

1. Ramiro Batzin (Guatemala)
2. Dr Ritu Dhingra (Inde)
3. Mahnaz Khademi (Bahreïn)
4. Ana Julia Gomez (Argentine)
5. Amelia Arreguín (Mexique / Royaume-Uni)
6. Liza Zogib (Suisse)

VI. Commission de l'éducation et de la communication (CEC) :

1. Aurélie Guerry (France) - *Vice-présidente régionale pour l'Europe de l'Ouest*
2. Peter Soroye (Canada) - *Vice-président régional pour l'Amérique du Nord*
3. Rasmi Rashmi KC (Népal) - *Vice-président régional pour l'Asie du Sud et du Sud-Est*
4. Brighton Chama (Zambie) - *Vice-président régional pour l'Afrique orientale et australe*
5. Bintu Sia Foray-Musa (Sierra Leone) - *Vice-président régional pour l'Afrique de l'Ouest et centrale*
6. Karime López Díaz (Mexique) - *Vice-présidente régionale pour la Mésio-Amérique*
7. Nouhad Awwad (Liban) - *Vice-président régional pour l'Afrique du Nord et l'Asie de l'Ouest*

VII. Commission pour l'action climatique (CAC) :

1. Mina Esterghamat (Iran) – *Vice-présidente*
2. Andrea Carmen (États-Unis)
3. Ana Tiraa (Îles Cook)
4. Christopher Dunn (États-Unis)
5. Natalie Morata (France)
6. Daniel James Jiron (Espagne)
7. Aby Drame (Sénégal)
8. Cathy Yitong Li (Chine / Royaume-Uni)
9. Myrna Semaan Haber (Liban)
10. Sunita Chaudhary (Népal)
11. Angela Andrade (Colombie)
12. Sebastian Winkler (Mexique / Suisse)
13. Virginia Young (Australie)
14. Sheila Ngutu (Kenya)

Encourage vivement les Présidents des Commissions à promouvoir une représentation régionale équilibrée à l'heure d'identifier des candidats pour nomination au sein de leurs Comités directeurs, y compris en incluant des candidats de régions qui ne sont pas encore ou sont actuellement moins représentées au sein de leurs Commissions.

**Objectifs stratégiques de la Directrice générale pour 2026
(Point 3.2 de l'ordre du jour)**

DÉCISION C117/7 DU CONSEIL

Le Conseil de l'UICN,

Approuve les objectifs stratégiques 2026 de la Directrice générale (annexe 6).

Rapport annuel 2025 de l'UICN

(Point 3.3 de l'ordre du jour)

DÉCISION C117/8 DU CONSEIL

Le Conseil de l'UICN,

Sur proposition de la Directrice générale,

Approuve le Rapport annuel 2025 de l'UICN.

Plan de travail et budget 2026

(Point 4 de l'ordre du jour)

DÉCISION C117/9 DU CONSEIL

Le Conseil de l'UICN,

Sur proposition de la Directrice générale,

Tenant compte des recommandations de son Comité du Programme et des politiques (CPP) et de son Comité des finances et audit (CFA),

Approuve le plan de travail et le budget 2026 tels que révisés à la suite des recommandations du CPP, demandant que le changement de nomenclature de la « Norme de la Liste verte de l'UICN » en « Norme mondiale de l'UICN pour des aires protégées et conservées efficaces et équitables » soit reflété dans le document final.

Suivi des résolutions / décisions du Congrès 2025

(Point 5.2 de l'ordre du jour)

DÉCISION C117/10 DU CONSEIL

Le Conseil de l'UICN,

sur recommandation du Comité du Programme et des politiques,

Approuve le lancement du processus de mise en œuvre des quatre résolutions du Congrès 2025 suivantes, qui nécessitent une action de la part du Conseil au cours de la période 2026-2029,

- 8.041 - Élaboration d'une politique sur la géo-ingénierie
- 8.048 - Crimes affectant l'environnement (CAE)
- 8.065 - Mise à jour de la Politique de l'UICN sur l'utilisation durable des ressources biologiques sauvages
- 8.140 - Élaboration d'une politique et de directives de l'UICN sur l'intelligence artificielle et la conservation, ainsi que l'intégrité des preuves numériques

Prend note du plan de mise en œuvre proposé pour chacune de ces quatre résolutions et de la création de Groupes de travail chargés de superviser et d'orienter le processus de leur mise en œuvre (annexe 7) ;

Demande au CPP, avec le soutien du Secrétariat, de définir un plan de mise en œuvre pour les quinze résolutions d'Abu Dhabi restantes ayant été attribuées au CPP, et de présenter ce plan au Bureau pour approbation, dès que possible, et au plus tard lors de la 118^e réunion du Conseil.

DÉCISION C117/11 DU CONSEIL

Le Conseil de l'UICN,

Conformément à la décision 145 du Congrès mondial de la nature 2025 demandant au Conseil de l'UICN de revoir les Règles de procédure relatives au processus de motions, y compris en particulier

l'article 54 des Règles de procédure du Congrès mondial de la nature, dans le cadre d'un processus consultatif impliquant les Membres de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Convient d'établir un Groupe de travail pour mettre en œuvre la résolution 145 du Congrès ;

Invite les membres du Conseil, en plus des membres actuellement désignés par le Comité institutionnel et de gouvernance, à exprimer leur intérêt à participer au Groupe de travail à la Présidente du Comité ;

Demande au Secrétariat d'inviter les Membres de l'UICN à exprimer leur intérêt à contribuer aux travaux du Groupe de travail, conformément à l'approche participative demandée par le Congrès mondial de la nature.

Charge le Bureau de décider du mandat final, de la direction et de la composition du Groupe de travail sur la base des noms et des manifestations d'intérêt reçus, en tenant compte de l'équilibre géographique, de l'égalité des sexes et de l'étendue des catégories de Membres de l'UICN.

Questions soulevées par le Comité du Programme et des politiques (Point 6.2 de l'ordre du jour)

DÉCISION C117/12 DU CONSEIL

Le Conseil de l'UICN,

sur recommandation du Comité du Programme et des politiques,

Approuve la Norme mondiale de l'UICN pour des aires protégées et conservées efficaces et équitables (version 2.0) ; et

Exprime sa gratitude au Comité de la norme de la Liste verte de la CMAP-UICN pour son travail diligent dans l'élaboration de la norme révisée, par le biais d'un processus consultatif mondial.

DÉCISION C117/13 DU CONSEIL

Le Conseil de l'UICN,

sur recommandation du Comité du Programme et des politiques ;

Convient que le CPP doit esquisser un plan de mise en œuvre des résolutions de Marseille 7.107, 7.113 et 7.119, qui nécessitent un travail supplémentaire pour leur mise en œuvre complète ;

Notant que la résolution 7.119 doit également être considérée à la lumière de la résolution 8.136 « *Reconnaître sans équivoque et efficacement le rôle crucial des territoires de vie et de leurs gardiens en matière de conservation* », adoptée lors du Congrès mondial de la nature à Abou Dhabi ;

Demande au CPP de présenter un tel plan au Bureau pour approbation dès que possible et au plus tard lors de la 118e réunion du Conseil.

Questions soumises par le Comité institutionnel et de gouvernance (Point 6.3 de l'ordre du jour)

DÉCISION C117/14 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance,

Ayant examiné les commentaires reçus d'un Membre de l'UICN, conformément aux articles 101 à 103 des Statuts

Adopte, en deuxième et dernière lecture, la proposition d'amendement à l'article 39 du Règlement concernant la nationalité des candidats à l'élection en tant que Conseillers élus des régions (approuvée par la décision C113/7 du Conseil), comme suit :

Existing provisions of the Regulations	Proposed amendments (with track changes)	New text as amended (all track changes 'accepted')
Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs.	Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs. <u>Candidates who are nationals of more than one State, shall declare to the Election Officer for which State they have been nominated.</u>	Regulation 39 Candidates for election as Councillor elected from the Regions shall be nationals of a State in the Region concerned and shall be resident in that Region. Candidates for election as Councillors elected from the Regions for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in the Region concerned and be nationals of the State to which the dependent territory belongs. Candidates who are nationals of more than one State, shall declare to the Election Officer for which State they have been nominated.

DÉCISION C117/15 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Décide de créer un Groupe de travail du Conseil chargé d'examiner la Politique de transparence du Conseil de l'UICN.

DÉCISION C117/16 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Approuve les critères de sélection de haut niveau pour l'hôte du Congrès mondial de la nature de l'UICN tels qu'énoncés dans le document « Congrès mondial de la nature de l'UICN 2029 – Processus de sélection de l'hôte / Critères de sélection de haut niveau » ; et

Demande au Secrétariat d'appliquer ces critères lors de la préparation et utilisation des futurs énoncés des besoins et documentation connexe de l'offre des hôtes potentiels.

DÉCISION C117/17 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Prend note de la mise à jour sur les travaux du Comité consultatif de l'UICN pour la jeunesse et la mise en œuvre de la Stratégie de l'UICN pour la jeunesse 2022-2030.

DÉCISION C117/18 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Prend note de l'augmentation des conflits dans le monde, entraînant une augmentation des budgets militaires et de sécurité des États et mettant souvent les budgets de conservation en grand danger, prenant également note des charges supplémentaires imposées aux ONG et aux OPA ;

Établit un Groupe de travail composé de membres de chacun des Comités permanents sur la Conservation et la sécurité afin de mieux mettre en évidence le lien entre conservation et sécurité, et démontrer le rôle essentiel de la conservation en matière de sécurité, ainsi que ses implications pour les Membres.

DÉCISION C117/19 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance et du Comité des finances et audit,

Prend note du plan opérationnel pour l'exonération des cotisations de Membre ; et

Fixe au 29 janvier 2027 la date limite pour que les Membres soumettent leurs demandes de dispense de cotisation.

Demandes d'adhésion, changements de catégorie de Membres et changements de nom de Membres (Point 6.3.2 de l'ordre du jour)

DÉCISION C117/20 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Approuve l'admission de 48 Membres (Annexe 8 et Annexe 8_2) ;

Diffère l'examen de la demande des Amis de la Terre Sierra Leone jusqu'à ce que des informations supplémentaires aient été reçues ; et

Rejette l'admission du Apostolic Women Empowerment Trust.

DÉCISION C117/21 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Approuve le changement de catégorie des Membres de l'UICN suivants :

Membre	Pays	Catégorie antérieure	Nouvelle catégorie
The Living Desert Zoo and Gardens	États-Unis	AF	NG
Danmarks Naturfredningsforening	Danemark	ONG	AF
Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (Tema Foundation)	Turquie	ONG	AF

DÉCISION C117/22 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Reconnaît le Comité national arménien de l'UICN.

DÉCISION C117/23 DU CONSEIL

Le Conseil de l'UICN,

Sur recommandation du Comité institutionnel et de gouvernance,

Prend note du changement de nom des Membres de l'UICN suivants :

Nom précédent	Nouveau nom	Pays
Pronatura A.C.	PRONATURA México A.C.	Mexique

Udruga Dinarica/WWF Adria in Bosnia and Herzegovina	Udruga Dinarica	Bosnie-Herzégovine
Bow Seat Creative Action for Conservation	Bow Seat Ocean Awareness Programs	États-Unis
Ministry of Environment, Republic of Korea	Ministry of Climate, Energy and Environment	République de Corée
Ministère de la Forêt, de l'Environnement et de la Protection des Ressources Naturelles	Ministère des Eaux et Forêts, Chargé du Conflit Homme-Faune	Gabon

Objectifs et priorités stratégiques du Conseil pour 2025-2029 (Point 8 de l'ordre du jour)

DÉCISION C117/24 DU CONSEIL

Le Conseil de l'UICN,

Rappelant l'article 44 bis du Règlement, qui prévoit que, au plus tard lors de sa deuxième réunion ordinaire suivant le Congrès, le Conseil approuve les objectifs stratégiques et les priorités de ses travaux, ainsi qu'un plan de travail et un mécanisme de suivi approprié, qui sera réexaminé et ajusté chaque année, au besoin ;

Prenant note de l'échange stratégique initial tenu lors de la session d'initiation du Conseil, le 21 avril 2026, sur les objectifs et priorités stratégiques du Conseil pour la période 2025-2029, et reconnaissant la nécessité d'affiner plus avant ces travaux ;

Crée un Groupe de travail du Conseil composé des quatre Vice-présidents ainsi que d'Ernesto Herrera Guerra et Ruben Khachatryan, et coprésidé par Maud Lelièvre et Ramón Perez-Gil ;

Demande au Groupe de travail de finaliser un projet de proposition sur les objectifs et priorités stratégiques du Conseil pour 2025-2029, ainsi que le plan de travail et l'approche de suivi associés, qui seront présentés au Bureau d'ici le 15 juin 2026 ;

Demande enfin au Bureau de distribuer le projet de proposition au Conseil pour retour d'information en vue de son affinement avant son adoption.

Date et lieu de la prochaine réunion ordinaire du Conseil - C118 (Point 10 de l'ordre du jour)

DÉCISION C117/25 DU CONSEIL

Le Conseil de l'UICN,

Ayant été invité par le ministère des Ressources naturelles de la République populaire de Chine, en tant qu'État Membre, à organiser la 118e réunion du Conseil en Chine ;

Accepte avec satisfaction l'invitation à organiser sa 118e réunion à Xiamen, en Chine, du 3 au 5 novembre 2026.



117th Meeting of the IUCN Council (C117)

in-person, 21-23 April 2026, IUCN Conservation Centre, Gland, Switzerland

Draft Agenda

In this agenda,

INF: for information; no discussion/decision required unless Council decides otherwise

DIS: for discussion in view of providing feedback or guidance

DEC: a decision is required

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

Oversight	Strategic	Fiduciary
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Tuesday 21 April 2026		
Council induction and retreat		
An induction session which will include setting the strategic framework for Council priority for the term 2025-2029.		
Wednesday 22 April 2026		
08:30-12:30	Meetings of the provisional 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 6, make recommendations concerning the response to any such letters received by 31 March 2026, in particular those with comments on the draft agenda of C117.	
12:30-13:30	Lunch	
117 th meeting of the IUCN Council		
13:30-13:40	1. Introduction by the President and approval of the agenda	DEC
13:40-14:10	2. Appointments 2.1 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)] 2.2 Approval of the Terms of Reference and appointment of the members of the Council's standing committees (FAC, GCC and PPC), including their respective Chairs [Article 50 of the Statutes, Regulations 59 and 60]	DEC

	2.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57] 2.4 Appointment of the Legal Adviser [Article 46 (o) of the Statutes, Regulations 45 (d) and 87] 2.5 Additional appointments of members of the Steering Committees of the IUCN Commissions (Additional to the appointments already made by Council decision C116/3)	
14:10 15:45	3. Report of the Director General The Director General will present: - 3.1 the report to Council on achievements against the DG's Strategic Objectives 2025 - 3.2 the proposed Director General's Strategic Objectives 2026 FOR APPROVAL - 3.3 the Annual Report 2025 [Article 83 of the Statutes] FOR APPROVAL - 3.4 Financial Statements 2025 [Article 83 of the Statutes] FOR APPROVAL	DIS/DEC
16:00	External program	
Thursday 23 April 2026		
09:00- 10:30	4. Work plan and budget 2026 Council will be invited to consider and APPROVE the <i>Draft Work Plan and Budget 2026</i> as presented by the Director General, taking into account the recommendations of the FAC, the PPC and the remarks of the Treasurer.	DEC
10:30- 11:30	5. Follow-up to the 2025 IUCN World Conservation Congress 5.1 Highlights and lessons from the 2025 IUCN World Conservation Congress The Council will be invited to consider a joint report presented by the Director General and the Chair of the Congress Preparatory Committee, on the IUCN World Conservation Congress held in Abu Dhabi from 9 to 15 October 2025. 5.2 Follow-up to 2025 Congress Resolutions/Decisions Review of actions required from Council as specified in the 2025 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required.	DIS/DEC

11:30 12:30	6. Reports of the Council's provisional 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. 6.1 Letters received from IUCN Members in response to the invitation to comment on the draft agenda C117 6.2 Report of the provisional Programme and Policy Committee (PPC) The Chair of PCC will present the committee's recommendations to Council based on the Outcomes of its meetings held on [...]. 6.2.1 Report of the Programme and Policy Committee 6.3 Report of the provisional Governance and Constituency Committee (GCC) The Chair of GCC will present the committee's recommendations to Council based on the Outcomes of its meeting held on [...]. The report will include among others: 6.3.1: Report of the Governance and Constituency Committee 6.3.2: Membership applications, membership category changes and Member name changes FOR APPROVAL 6.4 Report of the provisional Finance and Audit Committee (FAC) The Chair of FAC will present the committee's recommendations to Council based on the Outcomes of its meeting held on [...], that wasn't covered under other agenda items. The report will include among others: 6.4.1 Report of the Finance and Audit Committee	INF DIS/DEC DIS/DEC DIS/DEC
12:30- 13:30	Lunch	
13:30- 14:15	7. Follow-up on outstanding matters from the previous Council (2021–2025)	DIS
14:15- 16:15	8. Council's strategic objectives and priorities 2025-2029 At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall APPROVE strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis. (Regulation 44bis)	DEC
16:15- 16:30	9. Council Calendar and forward planning	DIS
16:30- 16:40	10. Date and place of the next ordinary meeting of the Council (C118)	DEC
16:40- 17:00	11. Any Other Business	
17:00	12. Closing remarks by the President	



Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (2025-29)

Preamble

Section 37 of the statutes gives responsibility to Council to "... (ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"

IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.

The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.
- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.
- 10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

- 11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.¹
- 12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.
- 13) Prepare the work of the Finance and Audit Committee of Congress.
- 14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\)](#), Annex 2, pp. 5-7)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.² (Attached to the ToR as required by [Decision B97/2 \(August 2021\)](#), Annex 2, p. 6)
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\)](#), Annex 2, pp. 7-8)
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

¹ The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

² Under preparation for the term 2025-29

Appendix 1 to the ToR of the FAC

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan



Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2025-29)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;
- (3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);
- (7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2025-29. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\)](#), Annex 2, pp. 5-7)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (To be attached to the ToR as required by [Decision B97/2 \(August 2021\)](#), Annex 2, p. 6)
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;

¹ Under preparation for the term 2025-2029

- iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\)](#), Annex 2, pp. 7-8)
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Membership:

- Statutes, 8: Informing existing Members of applications for IUCN membership
- Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

National and Regional Committees

- Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees
- Which covers:
 - Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees
 - Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees
 - Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN
- Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees
- Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)
- Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)



Programme and Policy Committee of the IUCN Council (PPC)

Draft Terms of Reference 2025-29

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist Council in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement in IUCN Programme delivery; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2025-29. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\)](#), Annex 2, pp. 5-7)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (to be attached to the ToR as required by [Decision B97/2 \(August 2021\)](#), Annex 2, p. 6)
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2025-29

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\)](#), Annex 2, pp. 7-8)
- d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards

Finance and Audit Committee (FAC)

(13 Members)

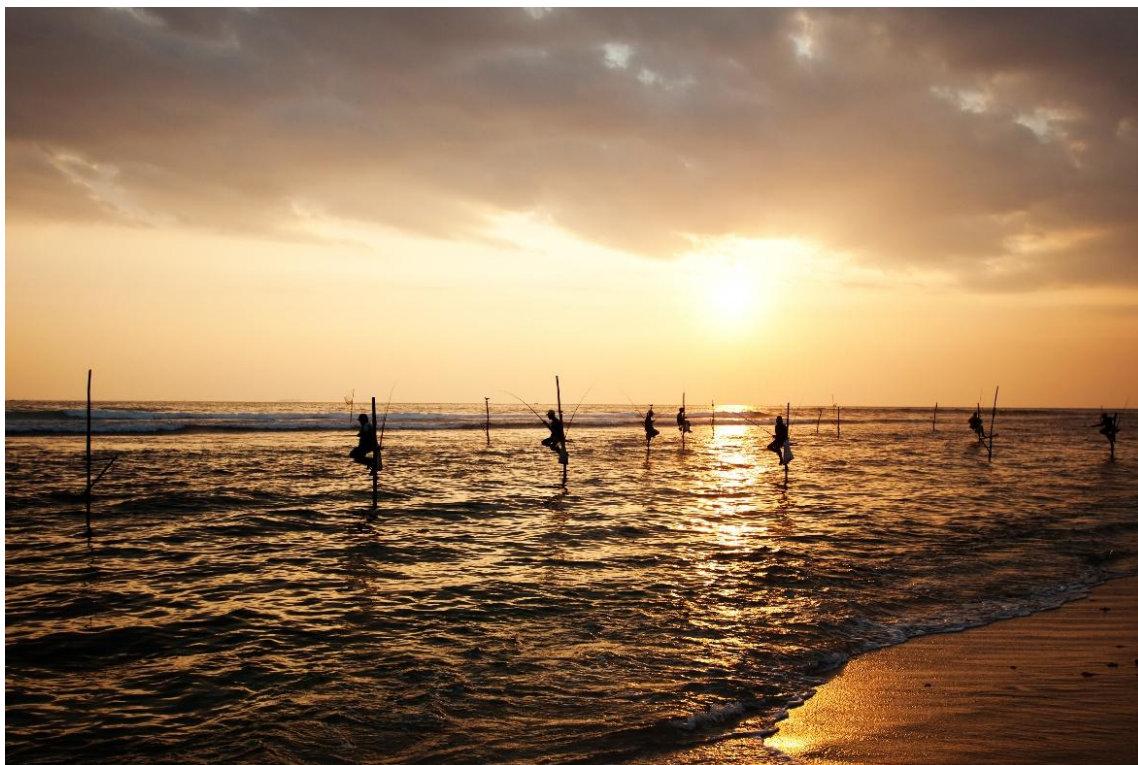
CHAIR Fernando LLOVERAS SAN MIGUEL <u>Nationality:</u> Puerto Rico	Catherine IORNS <u>Nationality:</u> New Zealand
Bláthnaid BYRNE <u>Nationality:</u> Ireland, Australia TREASURER	Ruben KHACHATRYAN <u>Nationality:</u> Armenia
Caroline AGUTI MUGISHA <u>Nationality:</u> Uganda	Isoa KOROVULAVULA <u>Nationality:</u> Fiji
Simon AWAD <u>Nationality:</u> Palestine	Maud LELIEVRE <u>Nationality:</u> France
Sonia CASTAÑEDA RIAL <u>Nationality:</u> Spain	Khaled MARAFI <u>Nationality:</u> Jordan
Pierre-André CORDEY <u>Nationality:</u> Switzerland	Manuel PULGAR-VIDAL <u>Nationality:</u> Peru
Ana DI PANGRACIO <u>Nationality:</u> Argentina	

Governance and Constituency Committee (GCC)
(12 Members)

CHAIR Erica MCCREEDY <u>Nationality:</u> Australia	Amran HAMZAH <u>Nationality:</u> Malaysia
Roshani ADHIKARI PATHAK <u>Nationality:</u> Nepal	Vivek MENON <u>Nationality:</u> India
Matrah AL-MUTAIRI <u>Nationality:</u> Kuwait	Margaret OTIENO <u>Nationality:</u> Kenya
Onel Masardule ARIAS <u>Nationality:</u> Panama	Ramón PEREZ-GIL <u>Nationality:</u> Mexico
Diana GARLYTSKA <u>Nationality:</u> Ukraine	Lima ROSALIND <u>Nationality:</u> India
Kathryn GWIAZDON <u>Nationality:</u> USA	Liette VASSEUR <u>Nationality:</u> Canada

Programme Committee (PPC)
(13 Members)

CHAIR Ann-Katrine GARN <u>Nationality:</u> Denmark	Oscar MORA ALTAMIRANO <u>Nationality:</u> Costa Rica
James BARTRAM <u>Nationality:</u> Canada	Madhu RAO <u>Nationality:</u> UK
Brian CHILD <u>Nationality:</u> South Africa	Samad-John SMARANDA <u>Nationality:</u> Romania
Yinfeng GUO <u>Nationality:</u> China	Christina VOIGT <u>Nationality:</u> Germany, Norway
Ernesto HERRERA GUERRA <u>Nationality:</u> Mexico	Maria Cecilia WEY DE BRITO <u>Nationality:</u> Brazil
Charlotte KARIBUHOYE SAID <u>Nationality:</u> Guinea Bissau Burundi	Atsuhiko YOSHINAKA <u>Nationality:</u> Japan
Imèn MELIANE <u>Nationality:</u> Tunisia	



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IUCN Director General's Strategic Objectives for 2026

DRAFT – Submitted for Council approval (C117, 22-23 April 2026)

2026 DIRECTOR GENERAL'S STRATEGIC OBJECTIVES

This document presents the **Director General's (DG) Strategic Objectives for 2026**, and related performance indicators. These Strategic Objectives consider 2026 as the first year of a new quadrennium and a year to account for the success of the 2025 IUCN World Conservation Congress. They are prepared in line with:

- 2026 Work Plan, submitted to Council;
- IUCN Programme 2026-2029;
- Council Handbook, Annex 2, relating to annual Secretariat reports to Council;
- 2025 Congress Resolutions;
- One Programme Charter.

The close alignment between the DG's Strategic Objectives, the IUCN Work Plan and the IUCN Programme is purposefully crafted so that the Strategic Objectives highlight those aspects of the Secretariat's work that, in 2026, are essential for continuous improvement of its operations and are most strategic and within reach for the Union to deliver on the Programme.

In 2026, the DG will focus on six high-level priorities structured according to the **six core areas** established in §61 of the [IUCN Council Handbook](#) for the performance objectives of the DG, namely:

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

A set of Strategic Objectives is put forward for each core area, accompanied by Key Performance Indicators (KPIs) to measure success at the end of 2026. Those KPIs that are similarly reflected in the 2026 Work Plan are shown with an asterisk.

1. Strategic Leadership in Conservation

Outcome Statement: The Union engages in sharing tools and knowledge, delivering results on the ground, and setting global policy priorities, strengthening IUCN’s leadership in global conservation.

Reflected under this core area are key 2026 priorities for both Programme delivery and policy influencing, as per the 2026 Work Plan, that are significant for IUCN’s continued strategic leadership in conservation.

Strategic Objectives

- 1.1 To reflect the Union’s influence and authority in international policy processes.
- 1.2 To make available science, knowledge and tools to inform and support effective conservation action.
- 1.3 To proactively promote a people-centred, rights- and rules-based approach to conservation
- 1.4 To provide capacity building and guidance to deliver impactful conservation action at scale and mainstream conservation within transformational sectors.

Strategic Objectives	Key Performance Indicators
1.1 To reflect the Union’s influence and authority in international policy processes.	At least 5 position papers that reflect IUCN Members policy priorities widely shared and communicated across IUCN and with other actors.
	First draft of an IUCN intergovernmental policy strategy for 2026-2029 developed and consulted.
	At least 2 COP Presidencies (for CBD and UNCCD COPs) directly supported by IUCN *
	1 IUCN policy engagement strategy for Antarctica and the Southern Ocean developed, in line with relevant IUCN Resolutions and Council guidance over the last quadrennium. *
	1 IUCN-led UNCCD COP 17 Legacy initiative and at least 7 global and regional events in support of the International Year of Rangeland and Pastoralists, emphasising large-scale dryland restoration *
1.2 To promote and make available science, knowledge and tools to inform and support effective conservation action	Upgrade completed of IUCN’s Species Information System, in support of SSC assessments *
	2 updates to the Red List of Threatened Species *
	1 global assessment of the conservation status of coral reef ecosystems launched *
	1 global assessment of freshwater molluscs completed *
	1 widely consulted Union-wide draft strategy on scaling up global ambition and action on Invasive Alien Species, reviewed by Council *

Strategic Objectives	Key Performance Indicators
	1 Strategy to optimise the brand value (and strengthen uptake) of the IUCN Green List, in close collaboration with WCPA and Green List partners *
	1 Freshwater STAR metric framework launched to enhance the quality of biodiversity decision-making in freshwater biomes *
	1 RHINO framework, designed to set and track nature positive outcomes, tested with private sector companies through at least 6 new pilots. *
1.3 To proactively promote a people-centred, rights- and rules-based approach to conservation	1 Podong Indigenous Peoples Financial Mechanism, co-designed and co-developed with Indigenous leaders, Indigenous Peoples Member organisations, and other strategic partners, and launched at CBD COP 17 *
	1 Task Force established, in collaboration with WCEL, CEESP, and CEC, and work initiated to develop an IUCN Policy and Action Plan on Environmental Human and Peoples’ Rights Defenders and Whistleblowers, including the safeguard of civic spaces, in line with Resolutions 8.049 and 7.115 *
	1 Task Force established, in collaboration with Council and Commissions (in particular WCEL) and work initiated to develop an IUCN Strategy on Crimes that Affect the Environment, in line with Resolution 8.048 *
1.4 To provide capacity building and guidance to deliver impactful conservation action at scale and mainstream conservation within transformational sectors.	At least 5 State Members directly supported (through knowledge exchange and capacity building) to implement the High Seas Treaty *
	IUCN-hosted Technical and Scientific Cooperation support centres are operational and promoted with CBD Parties and IUCN Members*
	1 NbS Summer School successfully implemented, aimed at senior national and sub-national leaders in Asia, in close collaboration with the Ministry of Natural Resources and Hong Kong Special Administrative Region of the People’s Republic of China *
	1 multilateral development bank collaborates with IUCN to promote a nature-positive energy transition with its clients *
	1 One Health Strategy developed, in close collaboration with Council and Commissions *
	1 IUCN Land Health Monitoring Platform launched and promoted *

2. Fundraising and Financial Management

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

Strategic Objectives

2.1 To maintain strong oversight of IUCN’s financial performance

2.2 To enhance indirect cost recovery

2.3 To secure strategic partnerships and deploy novel financing models that increase IUCN’s flexible income

2.4 To secure strategic partnerships that strengthen IUCN’s Programme delivery

Strategic Objectives	Key Performance Indicators
2.1 To maintain strong oversight of IUCN’s financial performance	Financial results are in line with 2026 budget, including project implementation rate at least 80% of budget
	An increase in unrestricted reserves of CHF 300k ¹
	Unrestricted income of at least CHF 26M in line with 2026 budget (net of provisions).
	2 reports to FAC regarding five major financial objectives ²
	Annual assessment of reserve requirements presented to FAC
2.2 To enhance indirect cost recovery	1 Overhead Policy updated
	At least 3% increase with respect to 2025 indirect cost recovery rate (portfolio-based)
2.3 To secure strategic partnerships and deploy diverse financing models that increase IUCN’s flexible income	8 of 8 Framework Partners retained
	2 new Framework Partners under cultivation
	1 resource mobilisation plan in place for 2026-2029 that includes diverse financing models
2.4 To secure strategic partnerships that strengthen IUCN’s Programme delivery	2 GCF proposals presented to the GCF Board *
	2 bids for global or regional GEF Integrated Programmes *
	1 updated Private Sector Engagement Strategy, developed together with Council *
	At least 5 multi-year private sector partnership opportunities advance to the agreement or negotiation stage, supported by a due diligence process *

¹ after transfer from designated reserves

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

3. Operational and Change Management

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

Strategic Objectives

- 3.1 To continually improve IUCN’s operational policies and procedures
- 3.2 To manage institutional risks in line with the Enterprise Risk Management (ERM) Policy
- 3.3 To implement critical developments of IUCN’s IT infrastructure

Strategic Objectives	Key Performance Indicators
3.1 To continually improve IUCN’s operational policies and procedures	1 updated operational Policy Management Framework *
	At least 6 Secretariat policies released, updated, revised or retired
3.2 To manage institutional risks in line with the Enterprise Risk Management (ERM) Policy	2 risk reviews completed
	1 new institutional risk dashboard implemented *
	100% of internal audits have a follow-up plan that identifies management action owners
3.3 To implement critical developments of IUCN’s IT infrastructure	1 grant management portal launched for IUCN’s re-granting schemes) *
	Phase 1 initiated of new Enterprise Resource Planning project (“Harmony”) AND Finance module successfully migrated *
	Phase 1 (legal and procurement components) completed of new corporate Electronic Document Management (EDM) system *

4. Supporting the Union for Programme Impact

Outcome Statement: Union constituencies are supported and engaged in implementing the IUCN Programme and the 20-year Strategic Vision.

Strategic Objectives:

- 4.1 To sustain IUCN’s growth in membership
- 4.2 To strengthen Union-wide engagement, visibility and outreach
- 4.3 To demonstrate the extent to which Union constituencies participate in delivering the IUCN Programme

Strategic Objectives	Key Performance Indicators
4.1 To sustain IUCN’s growth in membership (even in a post-Congress year)	At least 70 new Members admitted reported by category *
	1 sub-national government engagement strategy drafted.
	1 Member recruitment strategy developed that includes tailored benefit packages for potential Members, by categories.
4.2 To strengthen Union-wide engagement, visibility and outreach	Implementation of the Council’s Action Plan for Member Committees initiated *
	2 IUCN Resolutions to draft a new IUCN Policy on Geoengineering (Resolution 8.041) and Artificial Intelligence (Resolution 8.140) initiate implementation involving IUCN Members and Commissions *
	2 “Home of the Union” pavilions set-up at the Rio Conventions Conferences of the Parties *
	Onboarding materials developed and training and orientation sessions delivered for IUCN Commissions *
	Constituent users of IUCN Engage, and contributors, expanded to 15,000 and 6,000, respectively *
	1 printed and 2 digital issues of the IUCN Member magazine produced and distributed *
	At least 100 webinars delivered *
	20 Digest messages distributed to all Members
4.3 To demonstrate the extent to which Union constituencies participate in delivering the IUCN Programme	At least 55% of Secretariat-led projects engage at least one Member
	At least 65% of Secretariat-led projects engage at least one IUCN constituent
	25% of Members documenting at least one contribution on the Contributions for Nature Platform
	Tool to capture non-portfolio-based contributions to the IUCN Programme 2026-2029 implemented for the Secretariat and Commissions
	At least 65% of IUCN projects being delivered through co-implementation or re-granting schemes *
	At least 40% of the budget of IUCN’s re-granting portfolio directed towards sub-grants *
	Number and regional spread of IUCN Members benefitting from co-implementation or re-granting schemes in the IUCN portfolio

5. External Liaisons, Public Image

Outcome Statement: IUCN’s external image and visibility is strengthened.

Strategic Objectives:

5.1 To increase IUCN’s visibility through international convenings.

5.2 To continually improve and expand IUCN’s communications and outreach on effective conservation action.

Strategic Objectives	Key Performance Indicators
5.1 To increase IUCN’s visibility through international convenings	At least 7 major non-IUCN events at which the DG is a high-level speaker
	At least 40 technical side-events at international convenings, organised or co-organised by IUCN
	1 MOU signed with Government of Senegal for IMPAC6 that includes outreach activities *
	Visual identity defined for the World Protected and Conserved Areas Congress 2027 *
	Communication campaign and webpage launched for World Protected and Conserved Areas Congress 2027 *
5.2 To continually improve and expand IUCN’s communications and outreach on effective conservation action	Number of web-stories that highlight successes from IUCN’s business engagement *
	Number of web-stories that highlight successes from IUCN’s GEF and GCF portfolio *
	Increase target media mentions of IUCN’s work by 10%
	At least 10% increase in LinkedIn followers
	Increase average views per video by 30% on Tik Tok
	1 IUCN Annual Report

6. People Management

Outcome Statement: The Secretariat’s capacity to recruit human talent, prepare future leadership and keep staff engaged is strengthened.

Strategic Objectives:

6.1 To improve staff engagement and recruitment processes

6.2 To increase internal human resource capacities for leadership

Strategic Objectives	Key Performance Indicators
6.1 To improve staff engagement and recruitment processes	Voluntary staff turnover rate not exceeding 15%
	1 pulse survey completed with at least 70% staff participation *
	4 global Town Halls delivered by the DG with at least 300 staff participating each time
	Recruiting skills training launched for hiring managers and at least 50% of hiring managers trained *
	100% of recruitment workflow fully automated within the HR Management System *
	At least 50% of managers and staff completing e-course on the Performance Development Programme *
6.2 To increase internal human resource capacities for leadership	3rd cohort of the Leadership Coaching Programme closed successfully with at least 90% participant completion rate *
	Overall participant satisfaction rating remains above 4 (from a max score of 5)
	Overall rating of programme impact on participants' leadership skills remains above 4 (from a max score of 5)
	4th cohort of the Leadership Coaching Programme launched and incorporates participant feedback *

Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.041 - Developing an IUCN policy on geoengineering

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC members of Task Force	Secretariat focal point(s)
3 key phases/ components: Process initiation and resource mobilisation 1. Review of current state-of-play on geoengineering + proposed policy development process (socialisation & capacity building) 2. Policy development with Union-wide consultations (2-rounds) 3. Finalisation and adoption of draft IUCN policy at 2029 Congress	Q1 – Q2 2026 Q3 2026 – Q2 2027 Q3 2027 – Q2 2028 Q3 2028 – Q4 2029	Christina Voigt Yinfeng Guo	Sandeep Sengupta, Rachel Asante, Heidi Weiskel, David Goodman, Aldo Celasco

PPC Decision:

PPC has established a Task Force on Geoengineering to steer the process and provide oversight and guidance to the implementation of Resolution 8.041. Requested the Task Force to finalise TORs by the next meeting of PPC (June 2026)

Invitation is extended to Council members to join the Task Force.

Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.048 Crimes that Affect the Environment (CAE)

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1. Task Force establishment and process initiation - Establishment of Task Force, its composition and Terms of Reference; nomination/selection of IUCN Members and Commissions; - resource mobilisation and partnerships.	Q1–Q4 2026	Christina Voigt Ernesto Herrera Guerra	Tavus Annayev Alejandro Iza
2. Strategy development & Union-wide consultations - global baseline assessment / review of state-of-play on CAE (legal, policy, institutional and scientific dimensions); - evidence gathering and technical inputs through consultations with Members, Commissions, and partners; - drafting and iterative revision of the Strategy.	2027–2028		
3. Finalisation and adoption of IUCN Strategy on CAE - final draft; - Council and Director General review; - endorsement and formal adoption at 2029 Congress.	2029		

PPC Decision:

PPC has established a Task Force on Crimes that Affect the Environment and steer implementation of Resolution 8.048, agreeing that the final draft strategy should be presented to Council no later than its 123rd meeting

Invitation is extended to Council members to join the Task Force.

Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.065 Updating the IUCN Policy on the Sustainable Use of Wild Living Resources

Draft proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1. Preparatory/Proposal and Resource Mobilisation - Council agrees to development of policy review proposal - Secretariat drafts proposal with options; shares with potential donors and partners	Q2 2026	Brian Child, Atsuhiko Yoshinaka, Ernesto Herrera Guerra, Charlotte Karibuhoye Said, Maria Cecilia Wey De Brito	Oliver Tallowin Richard Jenkins
2. Governance and Design Phase (dependent on funding) - Working Group Terms of Reference developed - WG established with balanced representation across the Union - WG develops Policy Review Implementation Strategy, including mechanism and safeguards	By Q1 2027 (TBC)		
3. Policy Review and Union Consultation - Review carried out; outcomes reported to Council (amendment recommendation and proposed text with rationale) - Draft outputs circulated for Union-wide feedback - Feedback consolidated and addressed - Final policy review submitted to WCC 2029	Q2 2027 – Q1 2029 (TBC)		

PPC Decision:

PPC has established a Task Force for Resolution 8.065 to oversee the establishment of a participatory process to consider the need for a revision and update of IUCN Policy Statement on Sustainable Use, and to recommend the next steps by C119.

Invitation is extended to Council members to join the Task Force.

Follow-up to the 2025 Congress Resolutions/Decisions

Proposed implementation plan for Resolution 8.140 Developing an IUCN Policy and Guidance on Artificial Intelligence and Conservation, and the Integrity of Digital Evidence

Proposed implementation/operational plan to address the Resolution	Timeline (per action/step)	PPC Task Force members	Secretariat focal point(s)
1.PPC Task Force established, to review the draft process and TORs for bodies involved in the implementation of the Resolution	April 2026	Ernesto Herrera Guerra, Ann Katrine Garn, Samad-John Smaranda, Atsuhiro Yoshinaka	Nicholas Macfarlane Tom Brooks Sonia Peña Moreno
2. Citizens' Assembly established; Training meeting; Deliberation meeting	Q3 26-Q2 27		
3. Policy Development Working Group established; Three policy drafts: Two rounds of Union wide peer-review	Q3 26-Q2 29		
4.Guidelines for policy implementation developed; Union-wide peer-review	Q2 28-Q2 29		
5. Capacity-Building and Media and Information Literacy Programme developed	Q2 28-Q2 29		

PPC Decision:

PPC has established a Task Force to oversee and guide implementation of Resolution 8.140 and make recommendations on next steps to PPC/Council no later than C118.

Invitation is extended to Council members to join the Task Force.

Annex 8

Membership applications submitted by 30 September 2025

Africa				
Organisation	Statutory state	Category	Details	Endorsers
Marine Conservation Society Seychelles	Seychelles	NGO	http://www.mcass.sc	[Member] Ministry of Agriculture, Climate Change and Environment [Africa] [Member] Island Conservation Society [Africa]
Il'laramatak Community Concerns	Kenya	IPO	https://il'laramatakcommunityconcerns.org	[Member] Conservation Alliance of Kenya [Africa] [Member] Indigenous Information Network [Africa]
Forestry Commission	Zimbabwe	GA	http://forestry.co.zw	
Environmental Management Agency	Zimbabwe	GA	http://www.ema.co.zw	
Meso and South America				
Organisation	Statutory state	Category	Details	Endorsers
Belize Fund For A Sustainable Future	Belize	NGO	http://www.belizefund.bz	[Member] Protected Areas Conservation Trust [Meso and South America] [Member] Fondo para el Sistema Arrecifal Mesoamericano [Meso and South America]
Autonomous Municipal Government of Cuenca	Ecuador	SN	https://www.cuenca.gob.ec/	
Grupo de Ecología y Conservación de Islas, A.C. Mexico		NGO	http://www.islas.org.mx	[Member] Fondo Mexicano para la Conservación de la Naturaleza A.C. [Meso and South America] [Member] Fondo para la Biodiversidad CONABIO [Meso and South America]
Association of forest communities of Petén.	Guatemala	NGO	https://acofop.org/	[Member] Fundación Defensores de la Naturaleza [Meso and South America] [Member] Asociación Balam [Meso and South America]
North America and the Caribbean				
Organisation	Statutory state	Category	Details	Endorsers
John G. Shedd Aquarium	United States of America	NGO	https://www.sheddaquarium.org/	[Member] The Morton Arboretum [North America and the Caribbean] [Member] New Mexico BioPark Society [North America and the Caribbean]
Centre for International Sustainable Development Law	Canada	NGO	https://www.cisdil.org/	[Councillor] Ms Ana DI PANGRACIO [Meso and South America] [Honorary Member] Dr Ashok KHOSLA [South and East Asia]
SkyTruth	United States of America	NGO	https://skytruth.org/	[Member] Marine Conservation Biology Institute [North America and the Caribbean] [Member] Asociación Interamericana para la Defensa del Ambiente [Meso and South America]
Oceania				
Organisation	Statutory state	Category	Details	Endorsers
The Colony Bees Association	Australia	NGO	https://bee.org.au/	[Committee] Australian National Committee of IUCN Members [Oceania] [Member] Keidanren Nature Conservation Council [South and East Asia]

Membership applications submitted by 30 September 2025

South and East Asia				
Organisation	Statutory state	Category	Details	Endorsers
Ashoka Trust for Research in Ecology and the Environment	India	NGO	https://www.atree.org/	[Member] Foundation for Ecological Security [South and East Asia] [Member] Centre for Wildlife Studies [South and East Asia]
Forestry, Wildlife & Fisheries Department of Punjab Province in Pakistan	Pakistan	GA	https://fwf.punjab.gov.pk/	
Nepalese Ornithological Union	Nepal	NGO	https://www.birdsofnepal.org/	[Member] Himali Prakriti [South and East Asia] [Member] Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation [South and East Asia]
Civic Exchange	China	NGO	https://civic-exchange.org	[Member] ADM Capital Foundation [South and East Asia] [Member] The Hong Kong Bird Watching Society [South and East Asia]
West Europe				
Organisation	Statutory state	Category	Details	Endorsers
Opel-Zoo Foundation	Germany	NGO	https://www.opel-zoo.de	[Member] Zoologischer Garten Köln [West Europe] [Member] Vienna Zoo-Schoenbrunner Tiergarten GmbH [West Europe]
Foundation Bioparc Geneva- Pierre Challandes	Switzerland	NGO	https://www.bioparc-geneve.ch	[Member] Zooschweiz [West Europe] [Member] Walter Zoo Gossau [West Europe]
Sinchi Foundation	Netherlands (Kingdom of the)	NGO	https://treesistance.com/	[Member] Instituto Sociedade, População e Natureza [Meso and South America] [Member] Amazon Conservation Association [North America and the Caribbean]
Project House Cooperative	Türkiye	NGO	https://www.proje.info/	[Member] Doğa Derneği (BirdLife Turkey) [West Europe] [Member] Dogal Hayati Koruma Vakfi - WWF Türkiye [West Europe]
Nature and Species Conservation Centre Zoo Schmiding gGmbH	Austria	NGO	http://zooschmiding.at	[Member] Zoo Leipzig GmbH [West Europe] [Member] Vienna Zoo-Schoenbrunner Tiergarten GmbH [West Europe]
Nature Network Ireland	Ireland	NGO	https://naturenetworkireland.ie/	[Member] Fota Wildlife Park [West Europe] [Member] The Vincent Wildlife Trust [West Europe]
Aga Khan Foundation United Kingdom	United Kingdom of Great Britain and Northern Ireland	NGO - AF	http://www.akf.org	[Member] Aga Khan Rural Support Programme [South and East Asia] [Member] Wildlife Conservation Society [North America and the Caribbean]

Africa				
Organisation	Statutory state	Category	Details	Endorsers
Renatura Congo	Congo	NGO	https://renatura.org/	[Member] Alliance pour la Conservation des Grands Singes en Afrique Centrale [Africa] [Member] African Marine Mammal Conservation Organisation [Africa]
Reforest Africa	United Republic of Tanzania	NGO	https://reforestafrica.com/	[Member] Commonland [West Europe] [Member] Southern Tanzania Elephant Program [Africa]
Southern Alliance for Indigenous Resources	Zimbabwe	NGO	http://www.safirezim.org	[Member] BirdLife Zimbabwe [Africa] [Member] Zimbabwe Environmental Law Organisation [Africa]
Rural Aid for Development	Guinea	NGO		[Member] Cameroun Ecologie [Africa] [Member] Cameroon Environmental Watch [Africa]
RESOURCE CONSERVATION INITIATIVE	Ghana	NGO	http://www.resconi.org	[Member] Nature Conservation Research Centre [Africa] [Member] The Development Institute [Africa]
Project Biodiversity Association	Cabo Verde	NGO	http://projectbiodiversity.org	[Member] BIOSFERA [Africa] [Member] Fundação Tartaruga [Africa]
Programa Tato	São Tomé and Príncipe	NGO	https://www.programatato.org/	[Member] African Marine Mammal Conservation Organisation [Africa] [Member] Grupo de Apoio à Educação e Comunicação Ambiental "PALMEIRINHA" [Africa]
Dakhla Bay Network for Climate and Sustainable Development	Morocco	NGO	http://rbdcd.org	[Member] Association Marocaine pour la Protection de l'Environnement et le Climat [Africa] [Member] Réseau Association Khnifiss [Africa]
East Europe, North and Central Asia				
Organisation	Statutory state	Category	Details	Endorsers
Lake Baikal Foundation for Environmental Applications and Research	Russian Federation	NGO	https://baikalfoundation.ru/en/	[Member] Environmental Education Center Zapovedniks [East Europe, North and Central Asia] [Member] All-Russian Society of Nature Protection-Leningrad region office [East Europe, North and Central Asia]
Association for the Conservation of Biodiversity of Kazakhstan	Kazakhstan	NGO	https://www.acbk.kz	[Councillor] Mr Ruben KHACHATRYAN [East Europe, North and Central Asia] [Member] Nauchnoe obschestvo Tetis [East Europe, North and Central Asia]
ZOO Dvur Kralove	Czech Republic	NGO	https://safaripark.cz/	[Member] Agentura ochrany přírody a krajiny ČR [East Europe, North and Central Asia] [Member] European Association of Zoos and Aquaria [West Europe]
Meso and South America				
Organisation	Statutory state	Category	Details	Endorsers
Interdisciplinary Center for Research and Alternative Development U Yich Lu'um,	Mexico	IPO	https://uyichluum.org/	[Member] Federación Indígena Empresarial y Comunidades Locales de México, A.C. [Meso and South America] [Member] Asociación Centro de Estudios y Acción Social Panameño [Meso and South America]
Segundo Montes Foundation	El Salvador	NGO	https://fundacionsegundomontes.org/	[Member] Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria de Centroamérica [Meso and South America] [Member] Fondo de la Iniciativa para las Américas [Meso and South America]
Bari Wesna Intercultural Non-Governmental Organization Civil Association	Peru	IPO	https://www.bariwesna.org/	[Member] Asociación ProPurús [Meso and South America] [Member] Unión Regional de los Pueblos Indígenas de la Amazonía de la Provincia de Atalaya [Meso and South America]

Membership applications submitted by 31 December 2025 (and 1 by 30 September 2025)

North America and the Caribbean				
Organisation	Statutory state	Category	Details	Endorsers
Massachusetts Department of Fish and Game, Commonwealth of Massachusetts	United States of America	SN	https://www.mass.gov/orgs/departement-of-fish-and-game	
Wildlife Jewels	United States of America	NGO	https://www.wildlifejewels.org/	[Member] National Whistleblower Center [North America and the Caribbean] [Member] Antarctic and Southern Ocean Coalition [North America and the Caribbean]
California Natural Resources Agency, State of California	United States of America	SN	https://resources.ca.gov/	
South and East Asia				
Organisation	Statutory state	Category	Details	Endorsers
BUILDING UP SUSTAINABILITY CENTRE	Viet Nam	NGO	https://bus.org.vn/	[Member] Centre for Supporting Green Development [South and East Asia] [Member] Centre of Live and Learn for Environment and Community [South and East Asia]
Jeollanamdo	Republic of Korea	SN	https://www.jeonnam.go.kr/	
Civil Engineering and Development Department	China	GA	https://www.cedd.gov.hk/	
Birds Nepal	Nepal	NGO	http://birdsnepal.org	[Member] Women for Conservation/W4C, USA [North America and the Caribbean] [Member] Conservation Allies [North America and the Caribbean]
Qinghai Third Pole Blue Sustainability Practice Center	China	NGO	http://mp.weixin.qq.com/mp/aboutbiz?_biz=Mzg2NjczMjA4NQ%3D%3D#wechat_redirect	[Member] Friends of Nature [South and East Asia] [Member] Green Hunan [South and East Asia]
West Europe				
Organisation	Statutory state	Category	Details	Endorsers
Oceanogràfic Foundation	Spain	NGO	https://fundacionoceanografic.org	[Member] Fundación Aula del Mar Mediterráneo [West Europe] [Member] Fundación Oxígeno [West Europe]
The Green Ribbon	France	NGO	https://www.lerubanvert.net	[Committee] Comité national de l'UICN, France [West Europe] [Councillor] Dr Maud LELIEVRE [West Europe]
Parques Reunidos Foundation	Spain	NGO	https://www.fundacion-parquesreunidos.com/	[Member] Asociación Herpetológica Española [West Europe] [Member] European Association of Zoos and Aquaria [West Europe]