



## Bureau of the IUCN Council

10<sup>th</sup> Meeting (virtual), Monday 31 July 2023 – 11:00 to 12:40 UTC

### DECISIONS

#### **Decision B10/1 - Approval of the Agenda**

The Bureau of the IUCN Council,

Adopts the agenda of its 10<sup>th</sup> Meeting as revised. (Annex 1)

#### **Decision B10/2 - Revisions to the 2022-24 Dues Guide and timeline for the Members' e-vote**

The Bureau of the IUCN Council,

*Pursuant to* IUCN Members Decision (WCC 2020 Dec 125) and *On the recommendation of the* Council's Finance and Audit Committee, the Governance and Constituency Committee and the Working Group on Membership Dues,

Recommends the IUCN Council to approve:

1. the draft amendments of the Membership Dues Guide related to venue-based organisations (Annex 2) for the purpose of submitting them to an online discussion of IUCN Members and subsequently to an electronic ballot under Article 94 of IUCN Statutes and Regulation 94;
2. the Explanatory Memorandum (Annex 3); and
3. the timeline for the electronic ballot (Annex 4).

#### **Decision B10/3: Appointment of the members of the Motions Working Group**

The Bureau of the IUCN Council,

*On the recommendation of the* Vice-Presidents acting as Nominating Committee (Regulation 48), the Bureau of the IUCN Council,

Appoints the following individuals as members of the Motions Working Group:

Council members:

- Jon Paul Rodríguez
- Maud Lelièvre
- Ana Di Pangracio, and
- Brian Child;

Additional members nominated by IUCN Members:

- Kathryn Gwiazdon and
- Jan Olov Westerberg;

*Noting that* Council intends to appoint 5 to 7 Council members as members of the Motions Working Group (Council decision C109/30);

Encourages additional Council members to express their interest to join the Motions Working Group;

*Noting that* none of the ten nominations received from IUCN Members were proposed by State/Government Members;

Decides to identify one additional candidate from a State/Government for appointment as member of the Motions Working Group in accordance with the criteria approved by Council (decision C109/30) and, for that purpose, requests the Secretariat to invite all Category A Members of IUCN to nominate qualified candidates by 15 September 2023.

#### **Bureau decision B10/4 - Membership applications**

*On the recommendation of* the Governance and Constituency Committee,

Approves the admission of 13 new membership applications that fulfil the requirements of the IUCN Statutes and Regulations and have received no objections from IUCN's membership. (Annex 5)

#### **Bureau decision B10/5 - Strategic Objectives of the Acting Director General**

The Bureau of the IUCN Council,

Approves the strategic objectives of the Acting Director General for July-December 2023. (Annex 6)

#### **Bureau decision B10/6 – Dates of the 110<sup>th</sup> Council meeting, Part I (virtual)**

The Bureau of the IUCN Council,

*Noting* the progress made by the DG Search Committee and the Committee's expectation that it will be ready to recommend a candidate to Council for appointment by mid-October;

Approves the dates of 17 and 18 October 2023<sup>1</sup> for the first (virtual) part of 110<sup>th</sup> Council meeting at which the final candidate for Director General recommended by the DG Search Committee will be presented to Council for appointment.

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<sup>1</sup> Two virtual meetings of three hours each on two consecutive days (precise time to be confirmed) to deal with part of the business of the 110<sup>th</sup> Council meeting including, but not limited to, the appointment of the new Director General.



## Bureau of the IUCN Council

10<sup>th</sup> Meeting (Zoom), Monday 31 July 2023 – 11:00 to 13:00 UTC

### Agenda

11:00-11:05	<b>Agenda Item 1: Introduction by the President and approval of the agenda</b>
11:05-11:25	<p><b>Agenda Item 2: Approve the revisions to the 2022-24 Dues Guide and timeline for the Members' e-vote</b></p> <p>At its <a href="#">109<sup>th</sup> meeting</a> in May 2023, following recommendation from its Governance and Constituency Committee, the IUCN Council approved the proposal for “Dues based on conservation activities only” for venue-based organizations as defined in <a href="#">Council Decision C109/14</a>. In accordance with this decision, the IUCN Secretariat has drafted amendments to the Membership Dues Guide along with drafting an explanatory memorandum and cover note for Members to accompany the proposed amendments when it goes to Members for consultation. FAC, GCC and the Council’s Working Group on Membership Dues have reviewed these documents, made amendments and approved the attached revised versions.</p>
11:25-11:40	<p><b>Agenda Item 3: Appoint the members of the Motions Working Group (MWG)</b></p> <p>By <a href="#">decision C109/30</a>, the Council approved the process for appointing the members of the Motions Working Group. The nomination committee proposes four Council members and two additional nominees Bureau to form the Motions Working Group (MWG).</p>
11:40-11:55	<p><b>Agenda Item 4: Approve of new membership applications</b></p> <p>Consideration of new membership applications taking into account the recommendations of GCC.</p>
11:55-12:15	<p><b>Agenda Item 5: Approve the strategic objectives of the Acting DG 2023</b></p> <p>By <a href="#">decision C109/4</a>, the Council deferred approval of the DG’s strategic objectives for 2023 to the Bureau based on a proposal by the Acting Director General.</p>
12:15-12:30	<p><b>Agenda Item 6: Update of the Strategy for the IUCN Academy</b></p> <p>By <a href="#">decision C109/18</a>, the Council established an Academy Advisory Board and requested Secretariat to continue working on the Academy. Secretariat will provide an update on the current status.</p>
12:30-12:35	<p><b>Agenda Item 7: Any other business</b></p> <p>7.1 Revised indicative timetable for the DG Search Process 2023</p>



# Annex 1: (Proposed Amendments) IUCN Membership Dues Guide



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

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# Introduction

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

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

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

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

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

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

# Applicability of the Guide

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

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

## Categories of membership

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

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

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

Category C: Indigenous peoples' organisations; and

Category D: Affiliates.

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

More information on the calculation and structure of IUCN membership dues can be found in the sections below.

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17<sup>th</sup> 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](#)<sup>2</sup> (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustments to the dues are made when the index is negative.

## Membership dues

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

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

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

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

<sup>3</sup> 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...".

<sup>4</sup> <https://undocs.org/en/ARES/73/271>



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

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

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

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

## Category A: States

**Table 2: States**

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

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

## Category A: Government agencies and subnational governments

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

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

Group A: government agencies of a State where the State IS a Member of IUCN

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

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

### Government agencies and subnational governments – Group A:

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

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

<sup>5</sup> Decision from the Members' Assembly in 2004 (refer to page 2 for more information)

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

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

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

### Government agencies – Group B:

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

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

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

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

### Category A: Political and/or economic integration organisations

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

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

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

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

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

<sup>6</sup> Decision from the Members' Assembly in 2004 (refer to page 2 for more information)

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

<sup>8</sup> Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council"

<sup>9</sup> This sentence was amended in October 2022 to clarify the definition of "total expenditure" for Members and applicants

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

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

#### **Re-assessment of membership dues**

Every four years, after the IUCN World Conservation Congress, the Secretariat undertakes a re-assessment of the dues groups for Members in Category B and C. In 2021, after the approval of the Dues Guide at the Congress, each Member will be required to submit to the Secretariat, a declaration of total expenditure for the last three years, together with their annual audited financial statements for those three years. This information will be used by the Secretariat to calculate the average total expenditure for that period and to determine their dues group for the next quadrennial or until a new Dues Guide is approved by Members. This exercise will be completed on time for the 2022 invoicing in November 2021.

If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

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

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

<sup>10</sup> 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.

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

*Membership dues are expressed in Swiss Francs (CHF)*

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

## Category D: Affiliates<sup>11</sup>

Dues for Affiliate Members, shown in Table 6, were established according to Regulation 23<sup>12-13</sup>.

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

**Table 6: Affiliates**

<b>Affiliates</b>
<b>3,150</b>

*Membership dues are expressed in Swiss Francs (CHF)*

## Payment of dues

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### When do dues become payable?

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

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

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

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

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

### How can dues be paid?

#### Members

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

<sup>11</sup> Government agencies, subnational governments, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.

<sup>12</sup> Regulation 23: *“Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”.*

<sup>13</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica.

<sup>14</sup> Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.

<sup>15</sup> Regulation 25 of IUCN Statutes: *“Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question”.*

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

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

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

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

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

### **Applicant Member organisations**

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

### **Adhesion of States**

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

### **Payments details**

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

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

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

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

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

May we kindly remind you to inform us of any important changes in your organisation that may affect your organisation's membership of IUCN, such as the category of membership or the dues group.

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

<sup>16</sup> please refer to section 4.15 of the [Union Portal Guide](#)

# IUCN dues groups for IUCN Members in Category A

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

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

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



**INTERNATIONAL UNION  
FOR CONSERVATION OF NATURE**

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

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

**Action Requested:**

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

**DRAFT MOTION**

The IUCN Members,

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

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

**EXPLANATORY MEMORANDUM**

**Members' mandate**

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

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

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

### **What are venue-based organisations?**

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

- A university<sup>2</sup>,
- 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<sup>3</sup>.

### **Rationale for the proposed revisions**

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

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

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

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

The background paper discussed during the 9<sup>th</sup> Governance and Constituency Committee meeting, and the 109<sup>th</sup> Council meeting, providing considerations on the issue of the dues for venue-based organisations, is available [here](#).

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<sup>1</sup> Translation: French: les organisations qui entretiennent de grandes infrastructures; Spanish: organizaciones que mantienen gran infraestructura.

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

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

### **Council recommendation**

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

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

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<sup>4</sup> The text of the Council decision at its 109<sup>th</sup> meeting in May 2023:

Decision C109/14  
The IUCN Council,

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

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

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

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

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

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website (If the website does not open please copy-paste the link into a new browser)	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Association SOS Santé et Développement PAALGA (Association SOS Health and Development PAALGA)	ASD PAALGA	Burkina Faso	<a href="http://asdburkina.org/asd/index.html">http://asdburkina.org/asd/index.html</a>	National NGO	1) NG/25207 Association Naforé pour la Protection de l'Environnement (Association Nafore for Environment), Mauritania 2) NG/25147 Association pour la Gestion de l'Environnement et le Développement (Association for the Management of Environment and Development), Burkina Faso	<a href="#">ASD PAALGA</a>
	2	Parc National du Diawling (Diawling National Park)	PND	Mauritania	<a href="https://www.facebook.com/parcnationaldiawling/about">https://www.facebook.com/parcnationaldiawling/about</a>	Government Agency	n/a	<a href="#">PND</a>
	3	La Foundation Aquereburu and Partners (The Aquereburu Foundation and Partners)	FAP	Togo	<a href="https://fondationaquereburu.org/">https://fondationaquereburu.org/</a>	National NGO	1) NG/24856 Cameroon Environmental Watch, Cameroon 2) NG/25315 Benin Environment and Education Society, Benin	<a href="#">FAP</a>
North America and the Caribbean	4	OneNature Institute	OneNature	USA	<a href="https://www.onenatureinstitute.org">https://www.onenatureinstitute.org</a>	National NGO	1) NG/25849 Jackson Wild (aka Jackson Hole Wildlife Film Festival), USA 2) NG/25824 Thinking Animals, Inc., USA	<a href="#">OneNature</a>
South and East Asia	5	Taaleem Foundation	TF	Pakistan	<a href="tf.edu.pk/">tf.edu.pk/</a>	National NGO	1) NG/25822 Ghazi Barotha Development Organization, Pakistan 2) NG/26085 Lok Sanjh Foundation, Pakistan	<a href="#">TF</a>
	6	National Parks Board	NParks	Singapore	<a href="nparks.gov.sg">nparks.gov.sg</a>	Government Agency	n/a	<a href="#">NParks</a>
West Asia	7	Vegetation Cover Development Foundation	Morooj	Saudi Arabia	<a href="https://morooj.org">https://morooj.org</a>	Government Agency	n/a	<a href="#">Morooj</a>
East Europe, North and Central Asia	8	Ukrainian Nature Conservation Group	UNCG	Ukraine	<a href="uncg.org.ua/en/">uncg.org.ua/en/</a>	National NGO	1) NG/25344 Fundacja Dziedzictwo Przyrodnicze (Natural Heritage Foundation), Poland 2) NG/25583 Fundacja WWF Polska (WWF Poland Foundation)	<a href="#">UNCG</a>
West Europe	9	Dirección General del Medio Natural y Evaluación Ambiental, Conselleria de Agricultura, Generalitat Valenciana (General Directorate of Natural Environment and Environmental Assessment, Regional Ministry of Agriculture, Valencia Regional Government)	DGMNyEA	Spain	<a href="https://agroambient.gva.es/es/web/medio-natural">https://agroambient.gva.es/es/web/medio-natural</a>	Subnational	n/a	<a href="#">DGMNyEA</a>
	10	Consejería de Transición Ecológica, Lucha contra el Cambio Climático y Planificación Territorial, Gobierno de Canarias (Regional Ministry of Ecological Transition, Fight against Climate Change and Territorial Planning, Regional Government of the Canary Islands)	Gob.Canarias	Spain	<a href="https://www.gobiernodecanarias.org/transicionecologica/">https://www.gobiernodecanarias.org/transicionecologica/</a>	Subnational	n/a	<a href="#">Gob.Canarias</a>
	11	Foundation for Environmental Conservation	FEC	Switzerland	<a href="https://foundationforec.org/">https://foundationforec.org/</a>	National NGO	1) IN/25358 World Wide Fund for Nature - International, Switzerland 2) Richard Watling, IUCN Honorary Member	<a href="#">FEC</a>
	12	Stiftung Artenschutz (Species Conservation Foundation)	StA	Germany	<a href="https://www.stiftung-artenschutz.de">https://www.stiftung-artenschutz.de</a>	National NGO	1) NG/25420 Zoologische Gesellschaft für Arten- und Populationsschutz e.V. (Zoological Society for the Conservation of Species and Populations) 2) NG/25781 Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens)"	<a href="#">StA</a>
	13	The Nautilus Project	TNP	UK of Great Britain and Northern Ireland	<a href="https://www.thenautilusproject.co/">https://www.thenautilusproject.co/</a>	National NGO	1) NG/25992 Gallifrey Foundation, Switzerland 2) NG/25638 Sylvia Earle Alliance (Dbá Mission Blue), USA	<a href="#">TNP</a>



## Acting Director General 2023 Strategic Objectives

### For the period of July – December 2023

This document presents the Acting Director General's (ADG) 2023 overarching indicators to be used to evaluate performance, followed by the ADG's Strategic Objectives for the period of July – December 2023. These objectives are based on and/or are complementary to:

- IUCN Workplan, approved by Council at its 108<sup>th</sup> Part II meeting;
- One Programme Charter;
- [Council Handbook](#) and documents delivered by the Secretariat to Council on an annual basis, in accordance with Annex 2: Strategic Planning and Reporting Framework;
- Congress outcomes;
- IUCN External Reviews.

### Overarching performance indicators

1. **Financial result** and level of reserves at end of 2023 to be in line with the [IUCN Financial Plan](#); and also considering the results of the 2023 Financial Strategy Review.
2. **Resource Mobilisation:** size of unrestricted funding maintained and new alliances developed.
3. **Membership increase:** number of new Members (reported on by category)
4. **Membership engagement:** % of Members involved in Programme delivery
5. **Strategic partnerships.** Retain partners and increase the number of novel engagements.
6. **IUCN Programme 2025-2029.** Commence consultative work on the development of the next quadrennium programme and prepare first draft for review.
7. **Representation.** Work towards further raising IUCN's visibility and positioning through the IUCN Leaders Forum 2023 and UNFCCC COP28.
8. **Size of portfolio:** % increase
9. **People management:** staff turnover rate and amount of leadership coaching programmes delivered.
10. **Policy influence:** 1) results of external evaluation; 2) number of policy documents issued
11. **Coordination with IUCN Council and IUCN President** to ensure timely follow up of Council decisions.
12. **Progress made towards implementation of Congress Decision 147: 20-year strategy and financial plan for the Union**

### Strategic Objectives

In the period of July – December 2023, the ADG 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:

- Strategic Leadership in Conservation
- Fundraising and Financial Management
- Operational and Change Management
- Programme Management

- External Liaisons and Public Image
- People Management

## I. **Strategic Leadership in Conservation**

**Outcome statement: Engage regularly the Programme and Policy Committee (PPC) of Council and Commission Chairs on IUCN yearly policy priorities and work towards strengthening IUCN's influence on global policy stage.**

- 1.1 Design and implement an integrated package of IUCN-developed, science-based diagnostic tools and standards for enhanced implementation of the GBF at scale, with a particular focus on delivery of Goal A, consistent with IUCN policy mandates.
- 1.2 Lead the development of strategic and focused messaging for key Conventions and policy processes (e.g. CBD, UNFCCC, CMS, SDG Summit, etc) in line with the adopted IUCN Resolutions.  
Output: Succinct position papers with clear and focused key messages, developed in consultation with Commissions and Council in accordance with IUCN procedures
- 1.3 Promote the establishment of a network of MPAs and other Area-based Management Tools in the High Seas (ABMTs) under the BBNJ Agreement, in accordance with Congress Resolution 128.  
Output: IUCN High Seas Guidance document delivered.
- 1.4 Support IUCN 75 years anniversary celebrations regionally and globally  
Output: At least 8, low-cost celebrations across regions and with IUCN Council on the back of the November Council meeting 110.

## II. **Fundraising and Financial Management**

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

**Outcome statement: Strengthened engagement with Framework partners, philanthropy, Patrons of Nature and private sector, and improved direct and indirect cost recovery across the Secretariat in line with the Overhead Policy.**

### Outputs:

- (i) Prepare financial projections for the 5-year period 2024-28, including, but not limited to, project portfolio goals, income, cost recovery, investments planned, and reserve targets, taking into consideration the findings and recommendations from the IUCN Financial Strategy Review
- (ii) Prepare a surplus 2024 budget in close coordination with Council's Finance and Audit Committee (FAC) that aligns with the 5-year projections
- (iii) Prepare an informed discussion at FAC and Council on IUCN's global footprint for input to the 20-year strategy and financial plan
- (iv) Monitor and strengthen cost recovery practices
- (v) Develop financial inputs, in coordination with FAC, for inclusion in the 20 year-Strategic Vision consultation process
- (vi) Existing framework partners retained
- (vii) 2 new private sector partnerships

### **III. Operational, Change Management**

**Outcome statement: The corporate infrastructure of the Secretariat has further improved through corporate data analytics based on the IUCN typology to inform future growth and risk strategy.**

Outputs:

- (i) Risk committee and risk assessments cycle implemented in accordance with the 2022 Risk Management Policy, as presented to Council's Finance and Audit Committee in April 2023
- (ii) Revised evaluation policy and guidelines
- (iii) Revised internal controls framework and guidelines
- (iv) Continue developing and rolling out the Project Costing Framework
- (v) Whistle-blower and Anti-Retaliation Policy delivered, revised Code of Conduct and Professional Ethics, Anti-Fraud and Anti-Corruption policies delivered; revamped Ombudsperson Terms of Reference delivered
- (vi) Progress made towards the development of an IUCN Knowledge management strategy

### **IV. Programme Management**

**Outcome statement: Preparations for the development of the next IUCN Programme 2025-2029 have progressed; and support to Members' input on the Contributions for Nature Platform is further strengthened.**

Outputs:

- (i) Regional offices ongoing support to Members in adding their respective contributions to the Contributions for Nature platform.
- (ii) Draft zero of the 2025-2029 IUCN Programme prepared (to be delivered to Council for approval at Council meeting 111 in May 2024)
- (iii) Preparations for all IUCN 2024 Regional Conservation Fora (RCFs) have progressed
- (iv) Monitoring and Evaluation Community of practice established.

### **V. External Liaisons, Public Image**

**Outcome statement: IUCN's external image is strengthened.**

Outputs:

- (i) Branding strategy implemented, including streamlined policies, guidelines, trainings
- (ii) Curated presence on social media: LinkedIn and Twitter
- (iii) Preparations for COP28 and Leaders Forum delivered

### **VI. People Management**

**Outcome statement: IUCN's capacity to prepare future leadership is strengthened; and a smooth and systemic transition to a new Director General is supported.**



Outputs:

- (i) Global on-boarding program developed
- (ii) New Managers Scorecard available in the new management dashboard (and HR related data)
- (iii) Leadership coaching programme developed and delivered
- (iv) Global Town Halls