UNION INTERNATIONALE POUR LA CONSERVATION DE LA NATURE

110e réunion du Conseil de l'UICN

Partie I, par téléconférence, le 18 octobre 2023, et
Partie II, présentielle à Fontainebleau, France, les 13, 14 et 15 novembre 2023

Compte-rendu résumé

(Examiné et approuvé par les membres du Conseil conformément à l'article 52 du Règlement)

Présence : La liste des participants est disponible, ci-après, en Annexe A (Partie I) et B (Partie II)

Notes préliminaires :

- *Sauf mention contraire, le Conseil a pris ses décisions par consensus ;*
- *Les comptes-rendus résumés sont structurés selon l'ordre du jour approuvé. Les points de l'ordre du jour n'ont pas nécessairement été abordés dans le même ordre au cours de la réunion ;*
- *A la demande de la Présidente, qui devait s'absenter avant la fin de la réunion du 15 novembre 2023, les points 5.2, 5.3, 5.4, 12, 13 et 14 de l'ordre du jour ont été présidés par le Vice-Président Peter Cochrane ;*
- *Avant l'ouverture de la première session plénière présentielle du Conseil, l'après-midi du lundi 13 novembre 2023, la Présidente de l'Établissement Public du Château de Fontainebleau, Mme Marie-Christine Labourdette et l'Inspecteur général du développement durable, M. Marc Strauss, ainsi que le Directeur adjoint de l'Eau et de la Biodiversité, M. Pierre Édouard Guillain, tous deux représentant le Gouvernement français, ont accueilli l'UICN au Château de Fontainebleau. Le Conseil s'est réuni dans la « Salle des colonnes » où l'Acte de création de l'UICN avait été signé le 5 octobre 1948 ;*
- *Le mardi 14 novembre 2023 de 9h00 à 12h00 CET, un événement festif de haut niveau coorganisé par l'UICN et la France s'est tenu au Château de Fontainebleau pour commémorer le 75e anniversaire de l'UICN. L'enregistrement vidéo de cet événement est disponible en anglais, français et espagnol sur le site web de l'UICN.*

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Point 1 de l'ordre du jour : Nomination d'un nouveau directeur général de l'UICN

Partie I, virtuelle

[Ce point de l'ordre du jour a été traité à huis clos conformément à l'article 58 des Statuts, ce qui signifie que le compte-rendu résumé ne contient que les décisions adoptées par le Conseil]

DÉCISION DU CONSEIL C110/2

Le Conseil de l'UICN,

Sur recommandation du Comité de recherche d'un DG institué par la décision EC2/1 du Conseil du 11 avril 2023,

Nomme la Dr Grethel Aguilar au poste de Directrice générale à compter du 20 octobre 2023. En sa qualité de Directrice générale de l'UICN et conformément à l'article 79 (f) des Statuts de l'UICN, la Dr Aguilar sera autorisée à représenter l'UICN avec signature individuelle.

Point 2 de l'ordre du jour : Approbation de l'ordre du jour de la réunion C110

Partie I, virtuelle

Le projet d'ordre du jour a été approuvé, reconnaissant que des changements supplémentaires pourraient être nécessaires avant la deuxième partie de la réunion C110, en particulier à la lumière des commentaires des Membres de l'UICN concernant l'ordre du jour, conformément à la Procédure de traitement des lettres adressées au Conseil par les Membres (décision du Bureau B11/5, septembre 2023).

DÉCISION DU CONSEIL C110/1

Le Conseil de l'UICN,
Adopte l'ordre du jour de sa 110e réunion. (Annexe 1)

Partie II, présentielle

La Présidente de l'UICN, Razan Al Mubarak, a souhaité une bienvenue particulière à la nouvelle Directrice générale, la Dr Grethel Aguilar, et l'a remerciée d'avoir invité les Directeurs régionaux et le personnel du Secrétariat de l'UICN à la réunion. Elle a également remercié la Conseillère d'Europe de l'Ouest (France), Mme Maud Lelièvre, d'avoir pris l'initiative d'amener le Conseil en France à l'occasion du 75e anniversaire de l'UICN.

Les présidents des comités permanents ont confirmé qu'ils avaient examiné les lettres reçues des Membres de l'UICN à propos de l'ordre du jour [Document C110/2/2 Lettres des Membres de l'UICN] et qu'ils rendraient compte de leurs conclusions et recommandations au titre du point 13 de l'ordre du jour. L'ordre du jour de la réunion C110 approuvé lors de la réunion virtuelle du Conseil n'a pas été modifié.

Point 3 de l'ordre du jour : Questions institutionnelles

3.1 Demandes d'adhésion à l'UICN

Partie I, virtuelle

La DG par intérim et le Directeur de l'Unité des Membres et de soutien aux Commissions ont présenté les quinze nouvelles demandes d'adhésion : onze avaient été déposées avant le 30 juin 2023 et quatre avaient été reportées par le Comité institutionnel et de gouvernance (CIG) pour discussion en septembre *[Document C110/3 Examen de 15 demandes d'adhésion incl. annexe]*. Aucune des demandes n'avait soulevé d'objection de la part des Membres de l'UICN et toutes avaient été évaluées selon exigences des Statuts et du Règlement de l'UICN. Un Membre avait signalé un changement de

nom et un autre Membre avait demandé un changement de catégorie de Membres, le neuvième d'affilée en raison de la situation des cotisations.

Le Président du CIG a présenté les recommandations de son comité d'approuver 12 demandes d'adhésion, de rejeter deux demandes d'organisations ne présentant pas d'antécédents en matière d'activités de conservation et d'en reporter une, en l'attente de plus d'informations *[Document C110/13.1/1 CIG10 Résultats et recommandations au Conseil 22 sept. 2023 incl. Annexes]*.

DÉCISION DU CONSEIL C110/3

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance (CIG),

1. Approuve douze (12) nouvelles demandes d'adhésion (Annexe 2) répondant aux exigences des Statuts et Règlement de l'UICN et n'ayant reçu aucune objection de la part des Membres de l'UICN ;
2. Rejette les admissions de Nouvelle Elite, du fait que son bilan en matière d'activités de conservation est actuellement insuffisant, et de la National Alliance Against Hunger and Malnutrition, car celle-ci ne présente aucun bilan en matière d'activités de conservation ;
3. Diffère l'admission de Mount Kenya Wildlife Conservancy à la prochaine réunion du CIG et demande au Secrétariat de se renseigner plus avant sur l'indépendance de l'organe directeur de l'organisation.

Partie II, présentielle

Le Président du CIG a présenté la recommandation de son comité d'approuver la demande d'adhésion de Mount Kenya Wildlife Conservancy. Depuis la première partie de la 110e réunion du Conseil, le Conseiller élu de la région avait été en contact avec le candidat Mount Kenya Wildlife Conservancy et avait fourni une lettre de recommandation, tandis que l'organisation candidate avait fourni des informations supplémentaires au Secrétariat *[Document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023 incl. annexes 1-3]*.

DÉCISION DU CONSEIL C110/7

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance,

Approuve la demande d'adhésion de Mount Kenya Wildlife Conservancy. (Annexe 4)

3.2 Demandes de changement de catégorie de Membres ou notifications de changement de nom

Partie I, virtuelle

Le Président du CIG a indiqué que, bien qu'il recommandait l'approbation de la demande d'un Membre de changer de catégorie de Membres *[Document C110/3 Changement de catégorie ou de nom des Membres de l'UICN et notification de nouveaux États Membres]*, son comité avait noté le besoin urgent d'une solution globale afin de conserver les Membres et atteindre une quantité et une qualité saines de Membres de l'UICN. Il recommandait donc que le Secrétariat procède à une analyse des modèles d'adhésion à l'UICN, ceux-ci devant être cohérents avec la stratégie à 20 ans.

Les Conseillers ont souligné l'importance d'une analyse complète des modèles d'adhésion, qui devrait inclure les aspects liés aux cotisations des membres, à la raison d'être de leur adhésion et à la proposition de valeur pour les Membres. Les Conseillers ont également noté les implications financières possibles de la réalisation d'une telle analyse complète. Le Président du CFA a expliqué qu'auparavant, l'ampleur des coûts déterminait sur la façon dont les ressources étaient allouées : le Secrétariat devait intégrer les coûts minimes ou modérés dans le budget. Si les coûts ne pouvaient pas être absorbés par le budget, des alternatives devaient être explorées. Une option consisterait à prélever les ressources nécessaires sur les réserves, ce qui devrait être évité, à moins que le Secrétariat ne prévoie un excédent important. La dépense pourrait être considérée comme faisant partie du plan de travail et du budget annuels examinés par le Conseil, car de toute façon, les recommandations du Comité devant être élaborées avant le prochain Congrès devraient être budgétisées de manière appropriée.

La Présidente a rappelé que la définition de la proposition de valeur pour les Membres était l'une des priorités stratégiques du Conseil pour 2022-2025.

DÉCISION DU CONSEIL C110/4

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance (CIG),

1. Approuve la demande d'un Membre de l'UICN de changer sa catégorie de membres ; (Annexe 3)
2. Note à nouveau avec préoccupation le nombre croissant de Membres de l'UICN demandant à changer leur catégorie de membres à Affiliés en raison des nouvelles cotisations ;
3. Demande au Secrétariat de procéder à une analyse complète des modèles d'adhésion à l'UICN, de la structure des prestations et des cotisations des membres associées en gardant à l'esprit l'élaboration de la vision stratégique à 20 ans, et de fournir une ébauche de TDR et un budget estimatif que le CIG examinera et soumettra au Conseil pour décision lors de la Partie II de la réunion C110 ;

Prend note du changement de nom d'un Membre actuel de l'UICN. (Annexe 3)

Partie II, présentielle

Le Président du CIG a présenté la recommandation de son comité concernant un Membre demandant à changer de catégorie de Membres *[Document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023 incl. annexes 1-3]*.

DÉCISION DU CONSEIL C110/8

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance,

Approuve la demande d'un Membre de l'UICN, l'International Institute for Environment and Development, Royaume-Uni (ING/669), de changer sa catégorie de Membre de la catégorie ONG internationales à Affiliés.

Point 4 de l'ordre du jour : Déclaration de propension au risque

Partie I, virtuelle

Le Président du CFA a introduit le sujet en rappelant au Conseil que la Déclaration de propension au risque *[Document C110/4 Déclaration de propension au risque]* était l'une des recommandations du consultant financier. Un rapport d'avancement continu sur toutes les recommandations de l'Évaluation de la stratégie et de la gouvernance financières pouvait être consulté sur le portail de l'Union *[Documents C110/13.4/2 et C110/13.4/3]*. L'une des recommandations était de sensibiliser plus avant le Conseil à la relation entre stratégie, risque et finances. Le risque et sa gestion sont essentiels à la stratégie et à la finance, ainsi qu'à l'objectif de gestion financière durable d'une organisation. Cela guidera également l'élaboration du prochain budget.

Le Trésorier a proposé une modification mineure visant à refléter les pertes à court terme au profit d'investissements à plus long terme.

Les Conseillers ont exprimé le souhait de disposer d'un peu plus d'informations sur la façon dont l'énoncé avait été élaboré. Il a été proposé d'ajouter une section stratégique sur une gouvernance étendue. Les Conseillers se sont enquis de l'élaboration des déclarations antérieures de propension au risque et ont proposé que, compte tenu de l'importance de ce document, tous les Comités permanents considèrent la déclaration à temps pour la deuxième partie de la 110e réunion du Conseil. Pour cette raison, le document a été approuvé en tant que projet de travail aux fins de la préparation du budget.

La DG par intérim a précisé que le Secrétariat cartographiait toujours les risques au niveau du siège et des bureaux régionaux. Le Secrétariat a expliqué comment l'énoncé s'intégrait dans la politique de gestion des risques de l'entreprise et ses liens avec la taxonomie des risques. La déclaration de propension au risque présentée contenait les principes directeurs et les risques de haut niveau pour prendre des décisions éclairées. Elle a également rappelé au Conseil que les Comités permanents disposent des TDR spécifiant le mandat de leurs tâches respectives.

La Présidente a réitéré le rôle du Conseil d'élever et de soutenir l'organisation pour aller de l'avant et non pas de la freiner. Elle a conseillé de faire confiance aux recommandations des Comités permanents. Elle a également mis en garde contre l'ajout d'autres points à l'ordre du jour de la réunion présentielle, car le but d'avoir des réunions virtuelles avant la réunion présentielle était de prendre des décisions à l'avance et de disposer de plus de temps pour des questions plus stratégiques lors des réunions en personne.

Partie II, présentielle

Le Président du CFA a informé que son comité avait examiné la Déclaration de propension au risque en tenant compte des amendements proposés par le CIG et le CFA. Le CFA recommandait au Conseil d'approuver la Déclaration de propension au risque telle que modifiée *[C110/13.4/5 CFA13 Résultats et recommandations au Conseil 13 nov. 2023 incl. Annexe]*.

La Directrice générale a rappelé au Conseil que la Déclaration de propension au risque complétait le registre détaillé et plus exhaustif des risques partagé chaque année avec le CFA, et qu'un résumé était accessible à tous les membres du Conseil dans les documents du CFA.

Un Conseiller souhaita voir l'évaluation complète des risques, comme une question de bonne gouvernance et supervision, et parce que la Déclaration de propension au risque semblait difficile à comprendre sans le contexte de l'évaluation. D'autres Conseillers étaient d'avis que le Conseil devrait faire confiance à ses Comités permanents, qui avaient dûment étudié les documents de référence avant de formuler leurs recommandations. Être conscient du panorama général de l'environnement des risques devrait être suffisant pour le Conseil.

Le Conseil a approuvé la Déclaration de propension au risque telle que modifiée par le CFA et a demandé une évaluation des risques de haut niveau avant sa prochaine réunion.

DÉCISION DU CONSEIL C110/9

Le Conseil de l'UICN,

Sur recommandation du Comité des finances et audit,

Approuve la Déclaration relative à la tolérance au risque (annexe 5) et demande une évaluation des risques de haut niveau pour le Conseil pour sa prochaine réunion.

Point 5 de l'ordre du jour : Priorités et objectifs stratégiques du Conseil 2022-2025

Le Président de session a rappelé que le but de ce point de l'ordre du jour était pour le Conseil de faire le point à mi-parcours de son mandat sur la mise en œuvre de ses cinq priorités, de discuter et de convenir de ce qui devrait être entrepris dans la période restante jusqu'au Congrès 2025, en octobre 2025, et de fournir des orientations et des directives à ceux qui travailleront sur les objectifs décidés.

5.1 Positionnement international

Partie I, virtuelle

La DG par intérim a souligné dans quelle mesure le travail politique était un effort collectif de toutes les composantes de l'UICN et a invité la Directrice du Centre pour les politiques internationales à présenter le rapport *[Cf. ses diapositives telles que présentées au CPP : CPP15/6 Mise à jour sur le positionnement international CPP octobre 2023]*. Celle-ci s'est concentrée sur les faits saillants de mai à octobre 2023 ainsi que sur les événements à venir, et a présenté les composantes de la stratégie d'engagement et les messages clés du document de position de l'UICN pour la COP28.

La Présidente du CPP a félicité le Secrétariat et les Commissions pour l'amélioration significative de son travail en matière de plaidoyer et de politiques, par exemple avec la publication longtemps à l'avance du Document de position pour la COP sur le climat. Le CPP s'engageait à travailler avec le Secrétariat, les Commissions et les Membres pour s'assurer qu'il en sera de même pour les autres

COP à venir. La Présidente du CPP a également appelé à une approche stratégique pour s'engager là où l'UICN pourrait avoir le plus d'influence. Le positionnement international devrait également se refléter dans la stratégie à 20 ans.

Les Conseillers ont salué la visibilité et le travail de collaboration croissants entre les Commissions et le Secrétariat. Les Documents de position de l'UICN ont été saluées et des moyens devraient être identifiés pour les partager plus efficacement avec les Membres et améliorer le processus, y compris en sollicitant un soutien des gouvernements, ce qui était très important. Un Conseiller a demandé s'il serait possible à l'avenir d'ajouter des Conseillers élus des régions à la délégation de l'UICN, si cela n'avait pas d'implications financières. Un Conseiller a indiqué que lors d'un récent événement sur les Solutions fondées sur la nature (SfN) organisé par le PNUE, une confusion était apparue quant au concept de SfN et que, comme l'UICN n'était pas présente pour rectifier la situation, il faudrait maintenant un travail supplémentaire pour que l'UICN rétablisse la confiance dans le concept de Solutions fondées sur la nature. En ce qui concerne les négociations du BBNJ (Biodiversité au-delà des juridictions nationales), l'UICN devrait examiner si/comment fournir une assistance technique aux pays ne disposant pas de ministère chargé des océans. Une autre proposition de positionnement de l'UICN était d'informer les pays francophones des résultats des groupes de contact lors des négociations multilatérales sur l'environnement, car celles-ci ne sont qu'en anglais. Les gouvernements pourraient être disposés à parrainer de telles séances d'information.

5.2 Réformes de la gouvernance

Partie II, présentielle

Au nom du Président du CIG, Ramón Pérez Gil, Président du groupe de travail du CIG sur l'Évaluation externe de la gouvernance, a présenté une mise à jour sur les avancées du Conseil quant à la mise en œuvre de l'Évaluation externe de la gouvernance de 2019, résumant les recommandations de l'Évaluation externe (environ 33%) que le Conseil précédent avait rejetées ou que le GT du CIG avait examinées, et que le Conseil avait considérées en mai 2023 comme obsolètes, telles que celles liées aux tensions au sein du Conseil précédent et entre le Conseil précédent et le Secrétariat *[Document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023 incl. Annexes 1-3 ; ses diapositives sont disponibles sous C110/5.2 PPT Réformes de la gouvernance*]. Compte tenu des recommandations déjà mises en œuvre ou en cours de mise en œuvre, et de celles jugées pertinentes à mettre en œuvre, le GT avait conclu que jusqu'à 97% des recommandations avaient été correctement traitées. Le GT recommandait donc de conclure les travaux sur l'Évaluation externe de la gouvernance et peut-être qu'à l'avenir, le Conseil pourrait envisager d'entreprendre une autre Évaluation de la gouvernance.

Cependant, le GT avait identifié 13 « points d'action » et « questions en suspens » découlant de l'Évaluation externe de la gouvernance, qui exigeaient une attention continue du Conseil et avaient été et continueront d'être à l'ordre du jour des réunions de celui-ci tout au long du mandat en cours : réflexion stratégique, mise en ordre des politiques, gestion des risques, gestion du rendement, enquête sur l'engagement des employés, enquête annuelle auprès des Membres, modèles d'adhésion, modification des Statuts, du Règlement et des Règles de procédure, finances saines et durables, rationalisation des Comités de membres (étude pilote), renforcement de l'efficacité du Conseil, renforcement des communications et vision stratégique à 20 ans. Le Président du GT a présenté cinq principes clés de gouvernance comme moyen d'organiser le travail sur les 13 points d'action : participation et consensus, responsabilité et transparence, réactivité et efficacité, équité, impartialité et inclusivité, et état de droit et conformité.

Le Président du CIG a invité le Conseil à fournir des orientations sur les aspects de la gouvernance sur lesquels le CIG devrait se concentrer dans la période restante jusqu'au Congrès 2025, notant que de telles réformes entraînent souvent des modifications des Statuts. Il a invité le CPP et le CFA à nommer chacun un membre pour une petite équipe spéciale mise en place par le CIG et composée du Président du CIG et du président du GT, afin de coordonner la préparation des propositions du Conseil de réforme de la gouvernance, y compris toute modification nécessaire des Statuts. Cela devrait être fait d'ici mai 2024 afin de donner aux Membres l'opportunité de fournir des contributions lors des Forums régionaux de la conservation en 2024.

Les membres du Conseil ont convenu de la nécessité d'un mécanisme efficace pour promouvoir l'alignement des trois Comités permanents. La Présidente du CPP a fait référence au rapport de son comité sur certains points que celui-ci avait recommandé au CIG de considérer, et Kristen Walker s'est portée volontaire pour représenter le CPP ainsi que les Présidents des Commissions au sein de l'équipe spéciale mise en place par le CIG. Le Président du CFA a confirmé que les points faisant référence au financement étaient sur la bonne voie et qu'un membre du CFA rejoindrait l'équipe spéciale. En réponse

à la question de savoir quand des modifications statutaires devraient être proposées aux Membres afin d'être déposées au Congrès, la Conseillère juridique a expliqué que les Membres pouvaient soumettre leurs propositions de modification des Statuts jusqu'à six mois avant l'ouverture de la prochaine session du Congrès mondial de la nature (9 avril 2025), tandis que le Conseil devait communiquer aux Membres ses propres propositions ainsi que celles des Membres trois mois avant le Congrès[1] (9 juillet 2025), mais que le Conseil avait pour pratique d'informer et de discuter de ses propres propositions avec les Membres beaucoup plus tôt, lors des Forums régionaux de la conservation. Un membre du Conseil a suggéré de définir un processus décisionnel plus démocratique que le consensus. Un Président de Commission a rappelé que les Commissions fonctionnent très différemment en fonction de leurs statuts respectifs et a exprimé le souhait que les Présidents des Commissions soient impliqués dans l'élaboration d'orientations plus détaillées concernant les évaluations de performance au sein des Commissions ainsi que celles des Présidents, entreprises par la Présidente de l'UICN.

Invitant les membres du Conseil ayant des idées de réformes de la gouvernance à les partager avec le groupe de travail du CIG, le Président de session a noté que le comité et son GT avaient clôturé les travaux sur la mise en œuvre de l'Évaluation externe de la gouvernance 2019 et les a félicités à ce sujet.

5.3 Résolutions

Partie II, présentielle

La Présidente du CPP a informé que la Directrice du Centre pour les politiques internationales avait fourni au CPP une présentation excellente et complète sur l'état de mise en œuvre des résolutions *[cf. document C110/5 .3/1 Rapport et diapositives sur la mise en œuvre des résolutions de Marseille disponibles sous C110/5.3/2 PPT]*. Les membres du CPP avaient noté avec préoccupation le faible taux de réponse de l'Union aux demandes de rapports sur la mise en œuvre des résolutions, et que plus de progrès avaient probablement été réalisés en termes de mise en œuvre des résolutions que ce qui est officiellement rapporté dans les rapports d'avancement formels de la plateforme de Résolutions et recommandations. Le CPP avait fourni des suggestions et recommandations aux Membres, au GT sur les motions, au Conseil et au Secrétariat en vue d'améliorer les rapports et le processus de motions *[voir document C110/13.3/4 CPP17 Résultats et recommandations au Conseil]*. Parmi ces recommandations, il a été discuté que toutes les questions n'exigent ou ne nécessitent pas une motion. Il serait plus approprié d'inclure certaines questions dans le Programme ou les mandats et plans de travail des Commissions plutôt que dans une motion (ce qui permettrait leur meilleure intégration dans le Programme). Le CPP avait en outre recommandé que les prochains Forums régionaux de la conservation soient autant d'occasions clés d'améliorer la compréhension des Membres quant à la soumission et la mise en œuvre de motions, et a suggéré que tous les FRC mettent en évidence tous les points de cette discussion, y compris l'explication de l'article 51 des Règles de procédure du Congrès mondial de la nature. Les Membres devraient être encouragés à contribuer au Programme lors des FRC, ainsi qu'à travailler sur des projets de motions.

Un membre du Conseil a recommandé de simplifier le système de rapports afin d'augmenter le nombre et la qualité des rapports des Membres. Le Président du Groupe de travail du CIG sur l'amélioration du processus de motions a annoncé que, maintenant que le Groupe de travail sur les motions avait été créé, il examinerait également les leçons apprises et ferait des propositions au CIG et au Conseil. Il a également été rappelé que de nombreuses résolutions de sessions précédentes du Congrès sont restées pertinentes sans qu'il soit nécessaire de les soutenir.

5.4 Proposition de valeur pour les Membres

Partie II, présentielle

À la demande du Président du CIG, le Directeur de l'Unité des Membres et de soutien aux Commissions a présenté la proposition du Secrétariat de Termes de référence pour une évaluation et une analyse du modèle d'adhésion, tels que révisés par le CIG, ainsi qu'une estimation budgétaire, comme demandé lors de la réunion virtuelle du Conseil C110 Partie I, confirmant que les coûts proposés seraient couverts par le budget approuvé pour 2024 (Voir Annexe 3 au document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023).

DÉCISION DU CONSEIL C110/10

[1]Cf. articles 104 à 106 des Statuts de l'UICN

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance (décision C110/4 du Conseil, paragraphe 3),

1. Approuve les Termes de référence de l'évaluation et analyse du modèle d'adhésion (annexe 6) ; et
2. Demande au Secrétariat de mettre en œuvre les Termes de référence de l'évaluation et analyse du modèle d'adhésion.

Point 6 de l'ordre du jour : Questions relatives à la nomination des auditeurs externes

Partie I, virtuelle

Le Directeur Financier a rappelé le contexte et qu'il avait été recommandé au Conseil de demander aux Membres de confirmer la nomination par le Conseil des auditeurs externes pour les exercices 2023 et 2024, ainsi que leur nomination par les Membres de l'UICN pour l'exercice 2025 (Document C110/6/1 – POUR EXAMEN PAR LE CFA – Nomination des auditeurs externes pour les exercices 2023-2024 et 2025 incl. annexe), étant donné que les Membres étaient tenus de nommer les auditeurs externes afin de se conformer au droit suisse.

Le Président du CFA a expliqué que son comité avait recommandé de soumettre cette motion aux Membres par le biais d'un vote électronique.

DÉCISION DU CONSEIL C110/5

Le Conseil de l'UICN,

Sur recommandation de son Comité des finances et audit (CFA),

Décide de soumettre à un vote électronique des Membres de l'UICN à organiser dans les plus brefs délais :

a. La confirmation de la nomination de Deloitte SA en tant qu'auditeurs de l'UICN pour les exercices 2023 et 2024 ;
b. La nomination de Deloitte SA en tant qu'auditeurs de l'UICN pour l'exercice 2025.

Point 7 de l'ordre du jour : Création des comités et désignation des responsables du Conseil / Congrès requis pour le Congrès 2025

Partie I, virtuelle

Le Président du CIG a présenté le contexte (document C110/7 Aperçu des organes et des responsables requis pour le Congrès 202 et document C110/13.1/2 CIG11 Résultats et recommandations au Conseil 31 octobre 2023 incl. annexes). Il a informé le Conseil que le CIG avait demandé au Secrétariat d'ajouter systématiquement dans les Termes de référence qu'à chaque dernière réunion de tous les organes requis pour le Congrès 2025, un point de l'ordre du jour sur l'évaluation sera ajouté dans le but que le compte-rendu de la réunion fournisse des recommandations pour le prochain Congrès. Le CIG avait en outre noté l'impact potentiel du vote électronique actuel des Membres de l'UICN sur un Congrès hybride (décision148 du Congrès 2021) sur les Termes de référence du Responsable des élections, et avait demandé leur modification afin de refléter le fait que le Responsable des élections était également chargé de superviser le système de vote électronique pour les votes sur les motions réalisés avant le Congrès (en plus des votes électroniques organisés pendant le Congrès), tandis que la Conseillère juridique restait chargée de la supervision du système de vote électronique pour les votes entre les sessions du Congrès. Le CIG avait également demandé au Secrétariat d'ajouter une clause sur les conflits d'intérêts aux TDR du Comité des candidatures et décidé d'examiner à nouveau le projet de TDR lors de sa 12e réunion, le 13 novembre 2023, en vue de fournir une recommandation au Conseil lors de la deuxième partie de la 110e réunion.

Partie II, présentielle

Le Président du CIG a informé que son comité avait approuvé le projet de TDR préparé par le Secrétariat en tenant compte des demandes formulées lors de sa 11e réunion, après l'ajout aux TDR du Comité de préparation du Congrès de la responsabilité d'évaluer et de conseiller sur tout conflit d'intérêts potentiel susceptible d'avoir un impact sur les activités du Comité, ainsi que de la réalisation d'un résumé des travaux entrepris par le Comité, qui devra être publié de manière transparente, suivant la demande des Membres lors du Congrès 2021. Les TDR du Responsable et du Responsable adjoint des élections seront examinés une fois le vote électronique sur les modifications des Statuts concernant un Congrès hybride terminé, car le résultat pourrait avoir un impact sur le rôle du Responsable des élections *[Document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023 incl. annexes 1-3]*.

En réponse à une question sur le calendrier du processus de préparation des Comités du Congrès, le Secrétariat a précisé que le Conseil devait préparer des propositions concernant les TDR et la composition des Comités du Congrès à temps pour que ce dernier puisse établir les Comités le premier jour. L'objectif de finaliser les TDR dès mai 2024 était de les présenter lors des Forums régionaux de la conservation, encourageant ainsi les personnes qualifiées à exprimer leur intérêt ou les Membres à désigner des candidats en temps voulu. Il a été noté qu'il était préférable que certains membres du Conseil soient présents dans chaque comité pour assurer une continuité. Par le passé, le Conseil avait préparé une liste pour chaque comité à une date beaucoup plus proche des dates réelles du Congrès, puisqu'il avait sélectionné les candidats parmi les personnes inscrites au Congrès.

Un membre du Conseil a suggéré que, contrairement à la création d'autres organes du Congrès, le Conseiller procédural pendant le Congrès n'était pas requis par les Règles de procédure de celui-ci, mais qu'il s'agissait d'un poste créé, et dont le titulaire avait été nommé, par le Conseil précédent, et a proposé qu'il soit retiré de la liste des comités et responsables du Congrès proposés par le CIG, car ce poste n'était pas nécessaire et que la Conseillère juridique et le Secrétaire du Conseil assumaient déjà dans une large mesure le rôle de Conseillers procéduraux et qu'un poste supplémentaire pourrait causer une confusion.

La DG a rappelé que la représentation géographique et l'équilibre hommes-femmes au sein des comités du Congrès étaient des facteurs clés garantissant la légitimité de leurs recommandations. Il était donc important de travailler sur ce point bien avant le Congrès car, d'après l'expérience passée, nous savons qu'il sera difficile d'aborder ces questions pendant le Congrès. En outre, elle a convenu que les tâches du Conseiller procédural pourraient être exécutées par la Conseillère juridique, mais a recommandé au Conseil de clarifier le rôle de celle-ci et celui du Secrétaire du Conseil lors du Congrès dans les TDR afin de couvrir les responsabilités précédemment attribuées au Conseiller procédural.

Le Conseil a accepté la recommandation du CIG, à l'exception du poste de Conseiller procédural.

DÉCISION DU CONSEIL C110/11

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance,

1. Approuve les Termes de référence du :
   a. Comité d'organisation du Congrès 2025 (annexe 7) ; et
   b. Comité des candidatures du Congrès 2025 (annexe 8) ;
2. Demande au Secrétariat de compiler le calendrier du processus de création des deux comités ;
3. Diffère l'approbation des Termes de référence du Responsable et du Responsable adjoint des élections pour le Congrès 2025 jusqu'à la clôture du vote sur les modifications proposées aux Statuts conformément à la Décision WCC-2020-Dec-148 ;
4. Demande au Comité institutionnel et de gouvernance, au moment opportun d'ici mai 2024, de superviser l'examen et l'élaboration des Termes de référence des comités suivants du Congrès, en ce qui concerne la gouvernance globale de l'Union. Le Comité institutionnel et de gouvernance recommandera ces Termes de référence au Bureau pour approbation :
   a. Comité directeur du Congrès 2025
   b. Comité des finances et audit du Congrès 2025
   c. Comité de gouvernance du Congrès 2025
   d. Comité du Programme du Congrès 2025
   e. Comité des résolutions du Congrès 2025
   f. Comité de vérification des pouvoirs du Congrès 2025

Point 8 de l'ordre du jour : Nomination d'un membre supplémentaire au sein du Groupe de travail sur les motions

Partie I, virtuelle

Au nom des vice-présidents, Imèn Meliane a rappelé qu'en juillet, le Bureau avait nommé 4 membres du Conseil et deux membres supplémentaires nommés par les Membres de l'UICN en tant que membres du Groupe de travail sur les motions, et prolongé le processus de candidatures pour la Cat. A de Membres, afin que le point de vue des Membres gouvernementaux (y compris les gouvernements infranationaux) soit également représenté. Sur recommandation des vice-présidents, le Bureau avait proposé l'un des trois candidats reçues, à savoir M. Baidy Ba de l'agence gouvernementale représentant l'État Membre du Sénégal, expliquant que la représentation d'un équilibre linguistique et régional étaient des critères importants.

DÉCISION DU CONSEIL C110/6

Le Conseil de l'UICN,

Sur recommandation des vice-présidents agissant en tant que Comité des candidatures et du Bureau, conformément à la décision B10/3 du Bureau (juillet 2023) visant à nommer un candidat supplémentaire issus d'un État/gouvernement Membre en tant que membre du Groupe de travail sur les motions,

Nomme M. Baidy BA, État Membre, Sénégal, en tant que membre du Groupe de travail sur les motions.

Partie II, présentielle

La Présidente a souhaité donner officiellement la bienvenue au membre du Conseil Samad-John Smaranda au sein du Groupe de travail sur les motions, celui-ci s'étamt porté volontaire pour faire partie du Groupe en réponse à l'appel du Bureau pour des membres supplémentaires du Conseil.

DÉCISION DU CONSEIL C110/12

Le Conseil de l'UICN,

Nomme le membre du Conseil Samad-John Smaranda en tant que membre supplémentaire du Groupe de travail sur les motions.

Point 9 de l'ordre du jour : Rapport de la Directrice générale

Partie II, présentielle

La DG a présenté une mise à jour de son travail pour la période écoulée depuis la 109e réunion du Conseil (mai 2023) en six parties, basées sur ses objectifs approuvés en juillet 2023, alors qu'elle était DG par intérim : Membres, partenariats stratégiques et mobilisation de ressources, résultats financiers et portefeuille de projets, gestion des personnes, influence du Programme et des politiques de l'UICN, stratégie à 20 ans de l'UICN *[Ses diapositives sont disponibles sous C110/9/1 PPT Rapport de la DG]*. Elle a également partagé une mise à jour concernant l'évaluation des projets *[Document C110/9/2 Addendum – Mise à jour annuelle sur les évaluations]*.

Les Conseillers ont félicité la DG pour son excellent rapport, qui complétait parfaitement ses mises à jour mensuelles au Conseil. En général, l'ambiance positive depuis la nomination de la nouvelle DG a été soulignée, de même que l'optimisme qui prévalait quant aux grandes réalisations à entreprendre au cours des deux dernières années de mandat du Conseil. Les Conseillers élus des régions ont exprimé leur disponibilité à soutenir la DG dans les Régions. Certains Conseillers ont rappelé les défis concernant la viabilité financière de l'organisation et la nécessité de prendre en compte les conséquences financières des décisions. Il a été rappelé que les objectifs de la DG constituaient la base des rapports sur l'évaluation de la performance et a suggéré qu'un modèle standard de rapport au Conseil puisse être établi afin de superviser plus facilement les données de performance, les progrès réalisés, les conclusions depuis la dernière réunion du Conseil et les plans prospectifs. Les Conseillers ont rappelé que les racines de l'UICN se trouvent dans la conservation de la nature et que c'est sur ceci que le travail de l'UICN devrait être axé. Il a donc été suggéré d'ajouter une section sur les espèces dans le rapport de la DG. Les préparatifs du Secrétariat de l'UICN pour la COP sur le climat ont été

applaudis. Les Conseillers se sont également félicités de la réunion de l'équipe du Secrétariat avec les Présidents des Commissions, avant la réunion du Conseil, visant à identifier les activités prioritaires : i) aider les pays à respecter leurs engagements envers la Convention sur la diversité biologique et la Convention-cadre des Nations Unies sur les changements climatiques, et ii) cartographier les contributions de l'UICN au Cadre mondial pour la biodiversité.

La DG a remercié le Conseil pour ses aimables mots de bienvenue et commentaires constructifs.

La Présidente de l'UICN, faisant écho à la positivité et appelant à continuer à travailler dans le respect de ces valeurs, a indiqué qu'il existait un consensus pour créer un ensemble d'indicateurs de rapport clés et une matrice claire des rôles et responsabilités clés concernant les « produits » principaux en matière de Membres, les membres actuels et futurs du Conseil, le personnel du Secrétariat et la DG en vue du Congrès 2025, afin de démontrer les réalisations collectives en tant qu'organisation. Elle a indiqué qu'elle travaillerait avec la DG pour présenter une proposition au Bureau avant de la soumettre au Conseil pour approbation lors sa prochaine réunion. La Présidente a également remercié le Conseil pour son soutien à une réunion stratégique, de haut niveau et plus efficace, permettant de s'assurer que ce que l'Union et ses composantes font soit à la hauteur de ce que les Membres attendent et exigent d'elle, tout en maintenant l'ADN de l'UICN d'un monde juste qui valorise et conserve la nature.

Point 10 de l'ordre du jour : Plan de travail et budget 2024, y compris projections financières pour le quinquennat 2024-2028

Partie II, présentielle

Le DG Adjoint, Programme a présenté le plan de travail 2024. Il a souligné l'étroite collaboration avec le CPP, les Bureaux régionaux du Secrétariat et les Centres de programmes pour la préparation du plan de travail. La DG et le Directeur financier ont présenté le budget 2024, également préparé en étroite collaboration avec le CFA *[Document C110/10/2 Plan de travail et budget révisés 2024 10Nov2023 et diapositives C110/10/3 PPT]*.

La Présidente du CPP a informé le Conseil des riches discussions ayant eu lieu lors de la réunion de son comité et du fait que tous les commentaires des membres du CPP avaient été intégrés dans le plan de travail 2024.

Le Président de CIG a informé que les commentaires de son comité avaient également été intégrés.

Le Président du CFA a expliqué qu'il s'agissait d'un budget pour une année de transition, le dernier budget complet avant le Congrès de l'UICN 2025 et avant l'achèvement du Plan stratégique à 20 ans. Le budget devait donc soutenir le renforcement de la confiance des Membres dans la capacité de l'UICN à mettre en œuvre le Plan stratégique. Le CFA demandait au Conseil de faire preuve de discipline dans la prise de décision financière. Conformément à la recommandation du consultant, les principaux risques avaient été intégrés dans le budget. En outre, les informations sur les résultats attendus en matière de dépenses s'étaient améliorées au cours des deux dernières années. C'était le cas pour le plan de travail quadriennal. Mais d'autres domaines devaient être reliés au système de rapports axés sur les résultats en cours d'élaboration par le Secrétariat. Le CFA recommandait également l'utilisation de projections quinquennales pour renforcer les investissements dans les revenus non restreints et leur rapport. De plus, le CFA réitérait sa recommandation de générer des excédents et des réserves comme une étape essentielle vers la viabilité financière.

Le Trésorier a partagé son point de vue sur le plan de travail et le budget, tel que requis par l'article 90bis du Règlement. Il a rappelé au Conseil que le rôle du CFA était d'agir en tant que superviseur au nom du Conseil, et que le Trésorier était indépendant, qu'il conseillait le Conseil et le Congrès et qu'il était élu par les Membres. Le Trésorier a souligné trois défis à relever : i) le modèle économique de l'UICN repose sur le fait que des États riches sont donateurs-cadres, mais ce modèle devrait être adapté aux défis et tendances actuels, ii) le plan financier est lié à la vision stratégique à 20 ans et n'était donc qu'un document intermédiaire. L'UICN doit augmenter et diversifier ses revenus non restreints, car les revenus de projets fournissent 80% des revenus. Plus l'UICN mettra en œuvre de projets, plus les réserves devront être continuellement augmentées au cours des prochaines années. De plus, la tarification des coûts devrait être correctement reflétée. Il observait une tension entre investissements et génération de réserves, et iii) pour une mise en œuvre correcte, un changement de paradigme était nécessaire, ce qui impliquerait un changement culturel. Il a conclu en déclarant qu'il était convaincu que l'UICN disposait du leadership adéquat pour mettre en œuvre tous ces changements fondamentaux.

Les membres du Conseil ont félicité la DG pour le plan de travail et le budget 2024. Certains membres du Conseil ont indiqué la nécessité de réduire l'utilisation d'acronymes afin de faciliter la lecture. Il a été

suggéré de mentionner les Comités nationaux et régionaux dans la section sur les Membres, ainsi que de développer une liste claire pour les Membres de l'UICN sur les moyens de s'engager, les devoirs d'un Membre et du Secrétariat, et comment les Membres peuvent rejoindre les Commissions de l'UICN. Les Conseillers ont rappelé que l'UICN devrait donner la priorité aux projets de conservation, établir des normes et être guidée à long terme par son cœur de métier : la conservation de la nature. Certains membres du Conseil étaient intéressés à savoir en temps voulu si la restructuration du Secrétariat soutenait une mise en œuvre efficace et rentable du Programme de l'UICN, et quels étaient les plans concernant les crédits de biodiversité et l'Académie de l'UICN.

En ce qui concerne le budget 2024, il a été rappelé au Conseil que l'UICN se trouve dans une phase transitoire de préparation de la vision stratégique à 20 ans. Le plan financier, en particulier l'horizon de 5 ans, devrait être aligné sur les priorités programmatiques et institutionnelles. Il a été suggéré de renforcer les sources de financement existantes et de mobiliser de nouvelles ressources non restreintes. En outre, l'importance d'un alignement entre les trois Comités permanents du Conseil a été soulignée et la question a été posée de savoir comment y parvenir. Il a également été mentionné que la mesure de l'impact était importante. Les graphiques et diagrammes à la fin du budget ont été appréciés. La question a été posée de savoir pourquoi le budget du programme Eau pour 2024 avait diminué.

Le Secrétariat a informé que le budget des différents programmes dépendait du nombre et du calendrier des projets, et pouvait donc varier d'une année à l'autre.

La Présidente a convenu avec le Conseil que les sujets clés pour l'UICN étaient le rassemblement, l'établissement de normes et une communication claire. Elle a invité le Conseil à réfléchir, au cours de l'atelier sur la Vision stratégique à 20 ans, sur le contexte de conservation de la transformation mondiale. Elle a également souligné l'importance pour le Conseil de se concentrer sur des questions stratégiques, plutôt que sur des questions opérationnelles, et de s'assurer de disposer d'un plan sur la façon de résoudre les grandes questions. Elle a exprimé sa confiance dans la nouvelle DG pour mettre en œuvre les changements nécessaires et a indiqué que le Conseil était déterminé à l'aider.

La DG a remercié tous les commentaires concernant le plan de travail et le budget 2024. Elle a accordé d'ajouter un index pour les abréviations et des références aux Comités nationaux et régionaux dans le plan de travail 2024 La DG a assuré au Conseil que la coopération avec le CFA se poursuivrait sur ses « cinq grands » objectifs liés aux finances. Cependant, la DG a convenu avec le Conseil qu'il restait beaucoup à faire et peu de temps avant le prochain Congrès mondial de la nature de l'UICN et que l'Union se trouvait dans une phase de transition. Néanmoins, la DG a exprimé sa détermination à mettre en place un mécanisme de rapport solide à l'intention du Conseil et des Membres pour le Congrès 2025, afin de présenter les progrès réalisés et rendre les Membres de l'UICN fiers de faire partie de l'Union.

DÉCISION DU CONSEIL C110/13

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 budget 2024 tels que révisés à la suite des recommandations du CPP et du CFA. (Annexe 9)

Le Directeur financier a également présenté les projections financières quinquennales, préparées en étroite collaboration avec le CFA et alignées sur l'Évaluation de la stratégie financière *[Diapositives disponibles sous C110/10/4 PPT]*.

Point 11 de l'ordre du jour : Vision stratégique à 20 ans de l'UICN

Le Conseil a organisé deux sessions spéciales consacrées à la vision stratégique à 20 ans. La première consistait en des présentations suivies d'une discussion avec cinq conférenciers externes sur des thèmes tels que les changements climatiques et la nature, la biodiversité et l'économie, la nature et les personnes, les ressources et les flux financiers, et la technologie et les outils pour la conservation de la nature. Un résumé de cette session extraordinaire est joint ci-après à l'annexe C.

La deuxième partie consistait en un atelier interne au cours duquel les membres du Conseil ainsi que les Directeurs régionaux et de programme ont discuté des transformations mondiales nécessaires pour un avenir prospère de notre planète, des rôles que l'UICN peut jouer en ce sens et des actions nécessaires pour réaliser ces transformations. Les résultats serviront de contributions essentielles du Conseil à la vision stratégique à 20 ans et seront partagés avec le Groupe de travail intersessions du Conseil sur la vision stratégique à 20 ans, établi conformément à la décision 147 du Congrès 2021. L'avancement de ce travail stimulera les discussions avec les Membres de l'UICN lors des Forums régionaux de la conservation de l'année prochaine. Un résumé de l'atelier est joint ci-après en annexe D.

Point 12 de l'ordre du jour : Rapports des Commissions de l'UICN

Partie II, présentielle

Les présidents de la CEC, de la CPEES, de la CMDE et de la CCC ont présenté le rapport annuel de leur Commission au Conseil, conformément à l'art. 77 des Statuts. Les présidents de la CSE, de la CMAP et de la CGE avaient déjà présenté leurs rapports annuels lors de la réunion C109, en mai 2023.

Les rapports sont disponibles sous :

- CEC : C110/12/3 Rapport annuel de la CGE au Conseil
- CPEES : C110/12/2 Rapport annuel de la CPEES au Conseil et C110/12/2 Rapport à mi-parcours au Conseil
- CMDE : C110/12/1 Rapport annuel de la CMDE au Conseil
- CCC : C110/12/4 Rapport annuel de la CCC au Conseil.

Les Conseillers ont salué l'excellent travail des Commissions. La Présidente de la CPEES a répondu favorablement à une suggestion du Président du CFA pour un dialogue sur les politiques et les finances. En réponse à une question sur le financement de la Commission sur la crise climatique, le Président de la CCC a expliqué qu'il avait initié et poursuivrait le dialogue avec les personnes ayant fait des promesses lors du Congrès de Marseille. Le Président de la CEC a précisé qu'il existe des méthodes très adéquates pour mesurer l'impact en termes de changement de comportement ainsi que quelques exemples, bien qu'à une échelle limitée, car leur application à l'échelle mondiale nécessiterait des fonds importants.

Point 13 de l'ordre du jour : Rapports des Comités permanents du Conseil

Partie II, présentielle

[Au titre de ce point de l'ordre du jour, les comités ont présenté des sujets pour information, discussion et/ou décision au sein du Conseil qui n'avaient pas encore été couverts au titre d'autres points de l'ordre du jour de la réunion du Conseil]

13.1 Rapport du Comité institutionnel et de gouvernance (CIG)

Partie II, présentielle

Le Président du CIG a présenté les résultats et recommandations des réunions de son comité du 31 octobre *[Document C110/13.1/2 CIG11 Résultats et recommandations au Conseil 31 octobre 2023 incl. annexes]* et du 13 novembre *[Document C110/13.1/3 CIG12 Résultats et recommandations au Conseil 13 novembre 2023 incl. annexes 1-3]*, remerciant le Secrétariat pour le grand soutien apporté au CIG.

Observations des Membres concernant l'ordre du jour du Conseil

Le Président du CIG a indiqué que son comité avait examiné la lettre reçue du Comité national des États-Unis demandant au Conseil de reconsidérer les cotisations 2022 du Smithsonian Institute et de l'Environmental Defense Fund et de les reconnaître rétroactivement en tant qu'Affiliés à compter de 2022, au montant des cotisations des Affiliés pour 2022. Le CIG recommandait de ne pas rouvrir cette discussion.

À la demande du Président du CIG, la Conseillère juridique a résumé son analyse du contexte. Lorsque les deux Membres de l'UICN avaient demandé un changement de catégorie de Membres d'ONG à Affilié en septembre et novembre 2022 respectivement, les cotisations 2022 leur étaient dues depuis le 1er janvier 2022 (articles 12 (c) (iii) des Statuts et 24 du Règlement). Par principe, la décision du Conseil d'accepter un changement de catégorie de Membres prend effet à partir du moment où la décision est prise. Le Conseil avait approuvé les changements de catégorie les 22 novembre 2022 et

29 janvier 2023 respectivement, sans accorder d'effet rétroactif. Bien que l'article 21 du Règlement prévoie une telle possibilité, aucune objection n'avait été soulevée contre cette décision. En outre, la proposition du Conseil visant à modifier le Guide des cotisations soumis au vote électronique des Membres à partir du 29 novembre 2023 ne contient aucune proposition visant à appliquer rétroactivement le nouveau calcul des cotisations pour les organisations qui entretiennent de grandes infrastructures. Elle clarifie plutôt dans la clause d'applicabilité que l'amendement proposé en ce qui concerne le calcul des cotisation des organisations qui entretiennent de grandes infrastructures, s'il était adopté, prendrait effet à la clôture du vote électronique. La question de la rétroactivité de la modification proposée au Guide des cotisations des Membres n'a été soulevée par aucun Membre lors de la discussion en ligne.

La Conseillère juridique a en outre conclu que le Conseil avait donc déjà discuté à deux reprises et décidé de ne pas accorder de rétroactivité : pour les changements de catégorie de Membres et pour l'applicabilité des amendements proposés au Guide des cotisations des Membres pour les organisations qui entretiennent de grandes infrastructures. Elle a en outre noté que cela se justifiait principalement pour des raisons d'équité entre les Membres de l'UICN.

Tout en acceptant l'analyse de la Conseillère juridique et la recommandation du CIG, Susan Lieberman, Conseillère d'Amérique du Nord et des Caraïbes, a demandé si la demande des deux Membres concernés pourrait être accordée à titre exceptionnel ou de cas spécial, en raison de la confusion sur le calcul des cotisations, et non comme une demande de nouveau précédent, car ceux-ci pourraient autrement quitter l'UICN. Le Président du CIG a ajouté que le Directeur régional concerné était présent lors de la discussion de ce point de l'ordre du jour au sein du CIG et avait été encouragé à contacter les Membres concernés pour expliquer la décision et les encourager à ne pas quitter l'Union. Le Conseil a adopté la décision suivante avec une objection de la Conseillère Susan Lieberman.

DÉCISION DU CONSEIL C110/14

Le Conseil de l'UICN,

Ayant examiné en détail la question de la rétroactivité des cotisations des Membres lors de réunions antérieures,

Sur recommandation de son Comité institutionnel et de gouvernance (CIG),

1. Décide de ne pas rouvrir la discussion, et
2. Demande au Secrétariat de rédiger une lettre de réponse au Comité exécutif du Comité national américain.

Mise à jour sur les Groupes de travail du CIG

- Deux GT ont été dissouts et leurs membres félicités pour leur excellent travail :
  - Groupe consultatif sur la résolution WCC-2020-Dec-148 (participation au Congrès), étant donné que le vote électronique des Membres débuterait le 29 novembre et se terminerait le 13 décembre 2023.
  - Groupe de travail sur l'Évaluation externe de la gouvernance (voir point 5.2 de l'ordre du jour)
- Quatre GT poursuivront leurs activités jusqu'au Congrès :
  - Groupe de travail sur les cotisations : une partie des travaux a été conclue par le vote électronique des Membres sur le Guide des cotisations révisé, qui débutera le 29 novembre et se terminera le 13 décembre. Le Comité a encouragé le GT à proposer des changements devant être apportés au prochain Congrès pour une solution plus globale et comme conseillé par la proposition de valeur pour les Membres (voir point 5.4 de l'ordre du jour).
  - Groupe de travail sur les projets d'amendements aux Statuts, Règles et Règles de procédure visant à améliorer le processus de motions
  - Groupe de travail sur la mise en œuvre des résolutions et décisions du WCC (Décision 145 du Congrès 2021)
  - Groupe de travail sur la révision du Règlement concernant la nomination du Conseiller juridique
- Un nouveau Groupe de travail avait été créé sur les réformes statutaires en coopération avec le CPP et le CFA (voir point 5.2 de l'ordre du jour).

En conclusion du rapport de son comité au Conseil, le Président du CIG a demandé à la DG de clarifier les termes « haute direction » et « équipe de direction du Secrétariat ».

13.2 Modifications du Règlement

Partie II, présentielle

À la demande du Président du CIG, le Secrétaire du Conseil a résumé les modifications proposées à l'article 94 du Règlement *[Annexe 4 du document C110/13.1/2 CIG11 Résultats et recommandations au Conseil 31 octobre 2023 incl. annexes]*. En plus de raccourcir la durée du processus de 16 à 8 semaines, comme demandé par le Conseil, le CIG proposait également d'ajouter deux nouvelles clauses afin de clarifier le rôle des réunions des groupes de contact et du Conseil pendant le processus, en s'appuyant sur les règles et l'expérience en matière de groupes de contact pendant le Congrès et du Groupe de travail sur les motions pendant le processus de motions en ligne avant le Congrès.

DÉCISION DU CONSEIL C110/15

Le Conseil de l'UICN,

Sur recommandation de son Comité institutionnel et de gouvernance (CIG),

Approuve en première lecture les amendements proposés à l'article 94 du Règlement pour raccourcir la durée du processus de vote électronique des Membres de l'UICN entre les sessions du Congrès (Annexe 10),

Décide de soumettre les amendements proposés à l'ordre du jour de la prochaine réunion du Conseil de l'UICN (mai 2024) pour adoption en deuxième lecture, modifiés le cas échéant à la suite de la consultation des Membres de l'UICN requise par les articles 101 et 102 des Statuts.

13.3 Rapport du Comité du Programme et des politiques

Partie II, présentielle

La Présidente du CPP a commencé par remercier les Directeurs régionaux et autres membres du Secrétariat ayant assisté, soutenu et participé à la réunion du CPP. Elle a également remercié les membres du CPP pour leur engagement. Elle a présenté les résultats et recommandations des quatre dernières réunions des 5 septembre, 9 octobre, 2 novembre et 13 novembre 2023 *[Documents C110/13.3/1 CPP14 Résultats et recommandations au Conseil 5 sept. 2023 ; C110/13.3/2 CPP15 Résultats et recommandations au Conseil 9 oct. 2023 incl. annexes ; C110/13.3/3 CPP16 Résultats et recommandations au Conseil 2 novembre 2023 et C110/3.3/4 CPP17 Résultats et recommandations au Conseil 13 novembre 2023]*.

Le CPP avait pris note des commentaires des Membres concernant l'ordre du jour du Conseil et tiendra compte des éléments de criminalité environnementale dans l'élaboration du futur Programme et des travaux politiques de l'UICN. Le CPP avait convenu de veiller à ce que l'engagement de l'UICN dans l'Antarctique et l'océan Austral soit reflété dans le Programme de l'UICN 2026-2029. Elle communiquera avec les auteurs des deux lettres pour les remercier et leur communiquer les décisions du CPP. Le CPP soutenait l'approche « Positif pour la nature » de l'UICN ainsi que le calendrier des consultations ouvertes avec les Membres proposés par le Secrétariat. La Présidente du CPP a en outre encouragé les membres du CPP à partager tout autre commentaire à ce sujet directement avec le Secrétariat. Le CPP reconnaissait le travail en cours du Groupe de travail sur le secteur privé avec le Secrétariat sur la stratégie émergente de collaboration avec les entreprises, demandant au GTSP de faire rapport au CPP sur le développement ultérieur de la stratégie avant la 111e réunion du Conseil. D'autres mises à jour sur les groupes de travail et équipes spéciales du CPP sont disponibles dans les résultats du CPP ci-dessus. En ce qui concerne le Forum des dirigeants de l'UICN, le CPP avait demandé au Responsable de l'Unité des réunions et événements mondiaux ainsi qu'à la Directrice générale adjointe, Services corporatifs de présenter un plan détaillé concernant le Forum des dirigeants 2024 lors de la prochaine réunion du CPP pour une discussion plus approfondie et recommandations sur la voie à suivre. Un Conseiller a déclaré que le Forum des dirigeants était une excellente opportunité d'attirer de nouvelles entreprises et de nouvelles idées.

Académie de l'UICN : Modification des TDR du Conseil consultatif

Le CPP avait discuté et approuvé les révisions des TDR du Conseil de l'Académie de l'UICN, recommandant leur approbation par le Conseil *[Annexe au document C110/3.3/4 CPP17 Résultats et recommandations au Conseil 13 novembre 2023].*

DÉCISION DU CONSEIL C110/19

Le Conseil de l'UICN,

Sur recommandation du Comité du Programme et des politiques (CPP),
Approuve les révisions des Termes de référence du Comité directeur de l'Académie de l'UICN adoptées par le Bureau dans le cadre de la stratégie et du plan d'activités révisés de l'Académie de l'UICN (décision B11/3). (Annexe 12)

Examen et discussion du projet zéro du Programme de l'UICN 2026-2029

La Présidente du CPP a informé le Conseil que le Directeur général adjoint, Programme avait présenté le projet zéro du Programme de l'UICN 2026-2029, comme demandé lors du CPP14. La structure et la conception potentielles du nouveau Programme intersessions avait été partagées, de même que trois options différentes pour le cadrage du Programme. Il a été rappelé au CPP le calendrier convenu pour l'élaboration du Programme, afin que tous les Forums régionaux de la conservation (FRC) puissent faciliter activement le processus de consultation avec les Membres. Bien que le CPP n'ait pas été en mesure de parvenir à un consensus sur tous les points de consultation, il avait examiné les scénarios de cadrage du Programme et les illustrations graphiques associées. Le CPP avait souligné la nécessité de renforcer la conception du Programme autour d'impacts mesurables et d'indicateurs de performance, ainsi que le fait que le futur Programme doive s'aligner sur la vision stratégique à 20 ans et que les recommandations de l'Évaluation externe, en cours, de la mise en œuvre du Programme actuel soient prises en compte.

La création d'un GT a été saluée. Le Conseil a indiqué qu'il était important que tous les membres du Conseil aient l'occasion de formuler des commentaires sur le premier projet fourni par le GT.

DÉCISION DU CONSEIL C110/16

Le Conseil de l'UICN,

Sur recommandation du Comité du Programme et des politiques (CPP),

Accueille favorablement et salue les efforts du Secrétariat sur le projet zéro du Programme 2026-2029 de l'UICN ;

Demande que l'élaboration du nouveau Programme soit guidée et façonnée par un petit **groupe de travail « Conseil – Secrétariat »** (5 membres du Conseil et 5 membres du Secrétariat) établi par la Présidente et la Directrice générale suivant un processus similaire à celui utilisé pour le Groupe de travail pour la COP28 de la CCNUCC et qui fera régulièrement rapport au CPP, à la Présidente et à la Directrice générale ;

Suggère que si le Groupe de travail sur le Programme 2026-2029 maintient la perspective décennale du programme Nature 2030, il renforce le cadrage du Programme en :

- **élaborant** un ensemble limité d'éléments fondamentaux directement inspirés des objectifs statutaires de l'UICN en tant que catalyseurs clés ou « éléments essentiels de conservation » de l'action programmatique future ;
- **renforçant** l'activité principale de l'UICN en matière de conservation de la biodiversité en termes d'« impacts sur la conservation » ;
- **s'appuyant** sur le scénario de « transformation mondiale » du projet de document zéro, en l'alignant sur les résultats du processus de vision à 20 ans ;
- **développant** un graphique clair et convaincant illustrant comment les différentes composantes du nouveau Programme se rapportent les unes aux autres ;
- **maintenant** sous chaque domaine prioritaire majeur d'intervention programmatique une série d'objectifs d'impact et/ou d'indicateurs de performance clés décrivant plus en détail les résultats envisagés par l'Union ;
- **identifiant** et en **intégrant** un mécanisme permettant aux différentes parties constitutives de l'Union d'encadrer leur contribution dans le cadre d'une Approche « Un seul Programme » ; et en
- **établissant** un cadre clair et cohérent pour la consultation et l'engagement des Membres lors des Forums régionaux de la conservation.

Demande au Groupe de travail de :

a. présenter une première ébauche au CPP pour approbation avant la fin février 2024, après une série de commentaires des membres du Conseil par courrier électronique, en vue de la rendre disponible pour consultation des Membres lors du Forum régional de la conservation de l'ORMACC en avril 2024 ;
b. sur la base de ces commentaires, présenter une deuxième version pour consultation de l'ensemble des Membres pour approbation par le Conseil lors de sa 111e réunion en mai 2024.

Motions parrainées par le Conseil pour le Congrès 2025

La Présidente du CPP a informé le Conseil des recommandations concernant les motions parrainées par le Conseil pour le Congrès 2025 du point de vue des politiques et du Programme, tout en reconnaissant que, par le passé, le Conseil avait été critiqué pour avoir soumis trop de motions. Elle a également suggéré qu'une sélection des motions du Conseil soit faite et a rappelé que celles-ci nécessiteront le travail des membres du Conseil et du Secrétariat. Par conséquent, certains éléments avaient été inclus dans le projet de structure du nouveau Programme.

Les Conseillers ont suggéré que les domaines dans lesquels l'UICN identifiait des lacunes dans les politiques puissent être mis en évidence lors des FRC afin d'encourager les Membres à préparer des motions en ce sens. Cela soutiendrait également l'élaboration des Documents de position de l'UICN. Au cours de la discussion, il a été expliqué que le CPP dispose de GT sur certains des sujets proposés et d'autres membres du Conseil ont été invités à se joindre à ceux-ci. En outre, une collaboration avec les Groupes de spécialistes des Commissions pourrait être envisagée. Il a également été noté que pour certains des sujets, il pourrait s'avérer stratégique que le Conseil soit en charge de l'élaboration de la motion, par exemple pour la géo-ingénierie. La Présidente de la CMDE a appelé à un processus inclusif de toutes les Commissions. D'autres sujets suggérés incluaient l'élimination progressive des combustibles fossiles, les pertes et dommages, l'état de droit environnemental, le tourisme durable (en particulier en Antarctique). Une proposition de liste de motions du Conseil sera déposée lors de la 111e réunion de celui-ci.

Le Secrétaire du Conseil a informé que les motions du Conseil suivent le même calendrier que les motions soumises par les Membres, qui sera défini par le Conseil sur proposition du Groupe de travail sur les motions. Il était probable que la date limite pour la soumission de motion se situe autour de janvier 2025.

DÉCISION DU CONSEIL C110/17

Le Conseil de l'UICN,

Sur recommandation du Comité du Programme et des politiques (CPP),

Note que les questions suivantes doivent être prises en considération pour les motions parrainées par le Conseil pour le Congrès 2025 et invite tous les membres du Conseil à apporter leurs contributions :

1. Biologie de synthèse
2. Voies pour une transition climatique juste
3. Géo-ingénierie et processus d'élaboration d'une politique de l'UICN
4. Nouveaux écosystèmes, écosystèmes changeants
5. Positif pour la nature et crédits de biodiversité
6. Vers la réalisation des objectifs 2030 : CMB, Accord de Paris et ODD
7. Marchés volontaires du carbone

Demande au Comité du Programme et des politiques de mettre en place un mécanisme inclusif pour préparer les projets de motions ;

Décide que les questions suivantes, bien qu'elles puissent faire l'objet de motions parrainées par le Conseil, devraient plutôt être inclues, en priorité, dans le Programme 2026-2029 de l'UICN :

- One Health (une seule santé)
- Antarctique et océan Austral
- Eau douce et changements climatiques

- Mesurer les résultats de conservation
- Justice climatique

S'en réfère au CIG et au CFA, s'agissant d'une question globale d'autonomisation stratégique de l'UICN, pour l'examen de :

a. Améliorer l'engagement des Membres, sous la forme d'une coopération entre les Comités régionaux et nationaux et le siège et ses bureaux pour formuler, mettre en œuvre et rendre compte des programmes communs ; et
b. Améliorer les financements de base, les montants concrets et prescrits pour les Comités nationaux et régionaux, augmenter la régionalisation et la décentralisation, améliorer la cohésion au sein de l'UICN, augmenter l'impact de conservation et attirer ainsi de nouvelles ressources.

Examen et finalisation des Procédures et supervision en matière de politiques

La Présidente du CPP a informé que l'ancienne procédure de supervision des politiques avait été révisée en étroite collaboration avec le Secrétariat et proposait pour approbation par le Conseil que le nouveau nom de ce document de politique soit : « Procédures et supervision du CPP en matière de politiques » *[Annexe au document C110/3.3/4 CPP17 Résultats et recommandations au Conseil 13 novembre 2023]*.

DÉCISION DU CONSEIL C110/18

Le Conseil de l'UICN,

Sur recommandation du Comité du Programme et des politiques (CPP),
Approuve les *Procédures et la supervision du CPP en matière de politiques*. (Annexe 11)

13.4 Rapport du Comité des finances et audit (CFA)

Partie II, présentielle

Le Président du CFA a présenté les résultats et recommandations des réunions de son comité des 1er et 13 novembre 2023 *[Documents C110/13.4/4 CFA12 Résultats et recommandations au Conseil 1er novembre 2023 et C110/13.4/5 CFA13 Résultats et recommandations au Conseil 13 novembre 2023 incl. annexe]*.

Objectif de réserves non restreintes

Le Président du CFA a informé le Conseil que son comité avait examiné l'objectif de réserves proposé par le Secrétariat, qui comprenait les investissements en capital, le changement organisationnel et l'innovation, l'atténuation des risques et autres risques et comptes pour un total de 36 millions de CHF. La composante principale concernait l'atténuation des risques (26 millions de CHF), dont 18 millions de CHF liés au portefeuille de projets. Ceci était basé sur un besoin en réserves de 2% de la valeur du portefeuille. Il a rappelé le besoin de discipline au sein du Conseil pour s'assurer que cet objectif soit atteint. Il a rappelé que l'objectif principal était de permettre à l'organisation de survivre à une crise financière et aux surprises. Les réserves dépendaient des risques potentiels occasionnels auxquels l'organisation est confrontée.

DÉCISION DU CONSEIL C110/20

Le Conseil de l'UICN,

Sur recommandation du Comité des finances et audit,
Approuve un objectif de 36 millions de CHF avec une date cible pour 2030 concernant les réserves non restreintes, et demande au CFA de revoir l'objectif chaque année afin de s'assurer que celui-ci reste approprié.

Point 14 de l'ordre du jour : Composition du Bureau pour la seconde moitié du mandat

Partie II, présentielle

Le Président de session a expliqué que le Conseil avait approuvé la composition du Bureau lors de sa 107e réunion en février 2022 (décision C107/6). Il a remercié Kristen Walker, qui avait représenté les

Commissions de l'UICN au sein du Bureau au cours de la première moitié du mandat, et a informé que les Commissions avaient désigné Jon Paul Rodriguez pour assumer ce rôle pendant la seconde moitié du mandat. Conformément à l'article 50 des Statuts et à la pratique établie de longue date, le Conseil devait, en outre, décider si les présidents actuels des Comités permanents continueraient à exercer leurs fonctions pendant la seconde moitié du mandat. Les trois Comités permanents avaient recommandé le renouvellement du mandat de leur président respectif.

Le Président du CIG a informé le Conseil que Maud Lelièvre avait été confirmée en tant que vice-présidente du CIG.

DÉCISION DU CONSEIL C110/21

Le Conseil de l'UICN,

Décide de renouveler la nomination des membres suivants du Conseil en tant que présidents des comités permanents du Conseil de l'UICN conformément à l'article 50 (b) des Statuts :

• Vivek Menon, Comité institutionnel et de gouvernance,

• Rick Bates, Comité des finances et audit, et

• Sue Lieberman, Comité du Programme et des politiques ;

Note la désignation par les Présidents des Commissions de l'UICN de Jon Paul Rodriguez en tant que représentant des Présidents au sein du Bureau pour la 2ème moitié du mandat 2021-2025, conformément à l'article 57 (b) du Règlement de l'UICN.

Remarques finales du Président de session et de la Directrice générale de l'UICN

Partie II, présentielle

La DG a remercié le Conseil pour une réunion constructive et a indiqué avoir hâte de continuer à travailler ensemble. Elle a également exprimé ses vifs remerciements au personnel du Secrétariat pour son travail acharné.

Le Président de session et la DG ont rendu un hommage particulier à la conseillère Maud Lelièvre, qui avait rendu possible cette merveilleuse réunion du Conseil de célébration des 75 ans, conjointement avec le Comité national français, le gouvernement français et le château de Fontainebleau.

05Fév2024

110th Meeting of the IUCN Council (C110)

Part I by conference call on 18 October 2023, and
Part II in-person in Fontainebleau, France on 13, 14 and 15 November 2023

Agenda

Part I, virtual		
Wednesday 18 October 2023 from 10:00 to 13:00 UTC		
1 (30')	**Appointment of a new Director General of IUCN** (Article 46 (k) of the Statutes) *Session of the Council held in camera, i.e. restricted to the members of the Council, in accordance with Article 58 of the Statutes*	DEC
2 (10')	**Approval of the Agenda C110**	DEC
3 (20')	**Constituency Issues:** **3.1 Applications for IUCN membership** (Regulation 18) **3.2 Applications for change of membership category** (Regulation 21) *Recommendations from GCC10 held on 22 September 2023*	DEC
4 (15')	**Risk Appetite Statement** *Recommendations from FAC9 held on 3 May 2023*	DEC
5 (60')	**Council's strategic priorities & objectives 2022-25** *Purpose is to take stock of what has so far been achieved on each of the Council priorities 2022-25 and discuss and provide guidance/directions for what is still to be achieved by the time of the 2025 Congress (October 2025).* **5.1 International Positioning**	DIS
6 (15')	**Issues with regard to the appointment of the external auditors**	DEC
7 (15')	**Establishment of Council / Congress committees and Officers required for the 2025 Congress** *Information about the bodies and officers required to prepare / run the Congress, eventually followed by decisions at the in-person meeting of Council in November.*	INF
8 (5')	**Appointment of an additional member of the Motions Working Group** *The Bureau will make a recommendation to Council for the appointment of an additional member of the Motions Working Group following extension of the nomination period for candidates from Cat. A Members. Cf. Bureau decision B10/3 (July 2023).*	DEC

Part II, in person	
Monday 13 November 2023	
08:30-15:30 **Meetings of the standing committees of the IUCN Council (PPC, FAC and GCC)**	

See the draft Agendas of the standing committee meetings: GCC, PPC, FAC		
9 16:00-17:30	**Report of the Acting Director General**	INF
10 17:30-19:30	**2024 Work Plan and Budget**, including financial projections for the 5-year period 2024-28 *Presented by the Secretariat and reviewed by FAC, PPC and GCC, based on financial projections for the 5-year period 2024-28 taking into consideration the findings and recommendations from the IUCN Financial Strategy Review.*	DEC
Tuesday 14 November 2023		
9:00-14:00 **Celebration of the 75th anniversary of the foundation of IUCN at the Château de Fontainebleau** Co-hosted by IUCN and the French Government Round table 1: Development of knowledge (status and perspectives for the next 20 years): IUCN's role Round table 2: The future of conservation/restoration in the next 20 years **Followed by a cocktail déjeunatoire**		
11 14:30-18:30	**20-year Strategic Vision for IUCN** Part I: Workshop	DIS
Wednesday 15 November 2023		
11 8:30-11:00	**20-year Strategic Vision for IUCN (continued)** Part II: Conclusions and next steps	DEC
12 11:00-13:00	**Reports of the IUCN Commissions** *The Chairs of CEC, CEESP, WCEL and CCC will present their Commission's annual report to Council as required by Article 77 of the Statutes (20' presentation followed by 10' Q&A on each report)*	INF
13:00-14:00	Lunch presentation by a Regional Office *(time permitting, the presentation could also be made at the beginning of the afternoon session)*	
5 14:00-15:30	**Council's strategic priorities & objectives 2022-25** (continued) *Purpose is to take stock of what has so far been achieved on each of the Council priorities 2022-25 and discuss and provide guidance/directions for what is still to be achieved by the time of the 2025 Congress (October 2025).* **5.2 Governance Reforms** **5.3 Resolutions** **5.4 Membership value proposition**	DIS

13 15:30-18:00	**Reports of the Council's Standing Committees** *Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items* **13.1 Report of GCC**	INF/ DEC
	13.2 Amendments to the Regulations: *Amendments to Regulation 94 concerning with the purpose of shortening the time required between initiation and conclusion of electronic ballots of IUCN Members (Follow-up to DEC C109/6). This topic is presented as a specific item on the agenda as required by Article 101 (c) of the Statutes.* *Recommendations from GCC*	DEC
	13.3 Report of the PPC	INF/ DEC
	13.4 Report of the Finance and Audit Committee	INF/ DEC
14 18:00-18:10	**Membership of the Bureau during the second half of the term** *Council approved the membership of the Bureau at its 107th meeting in February 2022 (Decision C107/6). In accordance with Article 50 of the Statutes, and longstanding practice, the Council takes a decision whether the current chairs of the standing committees will also serve for the second half of the term.*	DEC

110th Meeting of the IUCN Council - AGENDA OVERVIEW

C110 Virtual	C110 in-person, Fontainebleau, France				
18 October 10:00-13:00 UTC	**Sun 12.11**	**Monday 13 November**	**Tuesday 14 November**	**Wednesday 15 November**	**Thur 16.11**
Note: the order of topics may change subject to the President's decision	**Arrival in France**	08:30-15:30 **Meetings of the Council's Standing Committees** (FAC, PPC & GCC) (incl. buffet lunch) **HOTEL AIGLE NOIR** (FAC & GCC) **HOTEL VICTORIA** (PPC)	9:00-14:00 **75th Anniversary celebration event** **CHÂTEAU** Followed by Cocktail déjeunatoire	8:30-13:00 **110th Council Meeting CHÂTEAU** 11-Workshop on 20-year Strategic Vision (cont'd): conclusions and next steps (150') 12-Annual reports from four Commissions (*CEC, CEESP, WCEL, CCC)* (120')	**Departure**
IN CAMERA 1-Appointment DG (30')				OPTIONAL - Lunch presentation by a Regional Office	
2-Agenda C110 (10')			14:30-18:30 **110th Council Meeting** **CHÂTEAU** 11-Workshop on 20-year Strategic Vision (240')	14:00-18:10 **110th Council Meeting CHÂTEAU** 5-Council priorities 2022-25: (cont'd) (90') 5a-Governance reforms 5b-Resolutions 5c-Membership value proposition 13-Committee Reports: 13a-Report GCC (60') 13b-Report PPC (60') 13c-Report FAC (30')(issues not yet covered) 14-Membership of the Bureau 2024-25 (2nd half / term) (10')	
3-Constituency Issues (20')		16:00-19:30 **110th Council Meeting** **CHÂTEAU** 9-Report Acting DG (90') 10-Work Plan and Budget 2024 incl. financial projections 2024-28 (120')			
4-Risk Appetite Statement (15')					
5-Council priorities 2022-25: International positioning (60')					
6- Issues with regard to the appointment of the external auditors (15')					
7-Information about the establishment of Council / Congress committees and Officers required for the 2025 Congress (15')					
8-Appointment of an additional member of the Motions Working Group (5')		Dinner (in town at Councillors' discretion)	Dinner (in town at Councillors' discretion)	Dinner (in town at Councillors' discretion)	

Membership applications approved by Council on 18 October 2023

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Edama for Nature Conservation	ENC	State of Libya	n/a	National NGO	1) NG/25736 Association Tunisienne de Taxonomie (Tunisian Taxonomy Association), Tunisia 2) NG/26054 Libyan Wildlife Trust, State of Libya	ENC
	2	Union des ONG du Togo (Union of NGOs of Togo)	UONGTO	Togo	https://uongto.com/public/	National NGO	NG/25207 Association Naforé pour la Protection de l`Environnement (Association Nafore for Environment), Mauritania NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun (Organization for the Nature, Environment and Development of Cameroon), Cameroon	UONGTO
Meso and South America	3	Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria de Centroamérica/ (Indigenous and Rural Coordinating Association for Community Agroforestry of Central America)	ACICAFOC	Costa Rica	http://www.acicafoc.org	National NGO	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica 2) IP/25836 Asociación de Desarrollo Productivo y de Servicios Tikonel (Tikonel Association for Productive Development and Services), Guatemala	ACICAFOC
North America and the Caribbean	4	Ducks Unlimited Canada	DUC	Canada	https://www.ducks.ca/	National NGO	1) ST/311 Parks Canada Agency-Agence Parcs Canada, Canada 2) NG/595 Canadian Wildlife Federation, CWF, Canada	DUC
South and East Asia	5	North-East Affected Area Development Society	NEADS	India	http://neadsassam.org/	Indigenous peoples organisations	1) NG/25156 All India Disaster Mitigation Institute, India 2) NG/25584 Thai Society for the Prevention of Cruelty to Animals, Thailand	NEADS
	6	National Institute of Ecology	NIE	Republic of Korea	https://www.nie.re.kr/nieEng/main/main.do?section=1&InSection=0	Government Agency	n/a	NIE
	7	Mandai Nature Fund Ltd	Mandai Nature	Singapore	https://www.mandainature.org/en/home.html	National NGO	1) ING/216 World Association of Zoos and Aquariums 2) NG/25746 Synchronicity Earth	Mandai Nature
Oceania	8	Blue Cradle Foundation	BC	New Zealand	https://bluecradle.org/	National NGO	1) NG/25638 Sylvia Earle Alliance (dba Mission Blue), USA 2) NG/656 Environment and Conservation Organisations of New Zealand, New Zealand 3) Catherine Iorns, IUCN Councillor for Oceania	BC
West Europe	9	Regions4 Sustainable Development	Regions4	Belgium	https://www.regions4.org	National NGO	1) SN/614 Gouvernement du Québec (Government of Québec), Canada 2) SN/975 Departament d'Acció Climàtica, Alimentació i Agenda Rural, Generalitat de Catalunya (Department of Climate Action, Food and Rural Agenda, Government of Catalonia), Spain	Regions4
	10	Département des Bouches-du-Rhône (Department of Bouches-du-Rhône)	Department13.fr	France	https://www.departement13.fr/	Subnational Government	n/a	Department13.fr

Membership applications approved by Council on 18 October 2023

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
	11	Planete Urgence (Planete Urgence)	PU	France	https://planete-urgence.org/	Internationale NGO	1) NG/25867 Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests), France 2) NG/24938 Noé, France	PU
	12	Red Cambera	ARC	Spain	https://www.redcambera.org	National NGO	1) NG/1455, Fundación Naturaleza y Hombre (Foundation for Man and Nature), Spain 2) NG/24932, SEO/BirdLife Sociedad Española de Ornitología (Spanish Ornithological Society /Birdlife), Spain	ARC

Change of membership category of one current Member organization

Member ID	Name	Country	Current category	Requested new category
NG/23882	Both Ends - Environment and Development Service for NGOs	Netherlands	National NGO	Affiliate

Change of name of one current IUCN Member organization

Member ID	Previous name	New name	Country
NG/25668	Association of Nature Conservation Organizations of Tajikistan (ANCOT)	Tajikistan Nature Foundation (TNF)	Tajikistan

Membership application approved by Council C110 on 15 November 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	3	Mount Kenya Wildlife Conservancy	MKWC	Kenya	https://mountkenyawildlifeconservancy.org/	National NGO	1) NG/26045 Conservation Alliance of Kenya 2) Ali A. KAKA, IUCN Councillor for Africa	MKWC

IUCN RISK APPETITE STATEMENT

Approved by the IUCN Council, decision C110/9, November 2023

1. Introduction

IUCN's strategic vision and mission require ambition and ability to take planned and carefully managed risks where these are necessary to achieve strategic outcomes. The key is to understand the nature and extent of the principal risks that IUCN is exposed to and is prepared to take.

Risk appetite is defined as the types and amount of risk, on a broad level, an organisation is willing to accept in pursuit of value (COSO standard definition). It reflects the risk management philosophy of IUCN, and in turn influences the organisation's culture, processes, and operations. Risk appetite should not be seen as a separate process but as an integral part of the risk management methodology.

For IUCN to take appropriate level of risk in the risk assessment process, the IUCN Council and the IUCN Secretariat have formulated these generic risk appetite statements:

- IUCN Council expects managers of IUCN to own and manage the risks they are taking, and to pursue risk only as it is necessary and appropriate to achieve IUCN's strategic goals and/or objectives.
- IUCN's first line of defence shall establish appropriate treatments and set tolerances in their operations that reflect the risk appetite statements.

2. Scope, purpose, and applicability

This Risk Appetite Statement provides a clear framework for the IUCN Secretariat in the conduct of its operations. It also provides overarching guidance to all IUCN constituents (Council, Commissions and Member Organisations), who are strongly encouraged to apply IUCN's risk appetite and are expected to observe guidance relating to "No appetite for risk" when representing IUCN, executing IUCN projects and / or using IUCN knowledge and tools.

The purpose of this Risk Appetite Statement is to ensure that the risks that IUCN is willing to take are compatible with its capacities and ensure that they can be managed without placing the organisation at unacceptable or unmanageable levels of risk.

The Risk Appetite Statement applies to all activities undertaken by IUCN and is used in unit and project level risk registers to help steer and manage risks. It provides a clear process and guidance on the types of risks IUCN is willing to take to achieve organisational objectives.

3. Risk appetite statements

The Risk Appetite Statement is broken down in seven categories: strategic, financial, people management, operational, legal and compliance and information systems.

For each category, a general risk appetite level is decided and revised annually.

Each category is further broken down in risks statements for specific areas of focus allowing for establishing a more granular appetite level to be used by IUCN staff.

A four-point appetite scale is used to determine the most appropriate risk response. The following definitions are used:

HIGH appetite: Confident risk management approach. Taking risk to maximize opportunities.

MEDIUM appetite: Conservative risk management approach. Willing to take certain amount of risk with treatments available to mitigate the risk.

LOW appetite: Cautious risk management approach. Mitigating the risk to minimise the likelihood and/or the impact.

NO appetite: Highly cautious risk management approach. Avoiding the risk.

Risk category	Risk appetite level	Statements
STRATEGIC *In keeping with its Mission Statement, IUCN's strategic planning process aims to ensure that strategic positioning, programme relevance, programme effectiveness, finances and global operations are sustainable and support programmatic delivery.*	**MEDIUM**	• As a Union, IUCN has **NO** appetite for deviations from its statutes and policies, which could do damage to its values, mission, or reputation. • IUCN has **LOW** appetite for weakening the membership. IUCN places significant emphasis on membership strategies to continuously engage and support Members in providing value and benefits. • IUCN has **NO** appetite for risks of causing harm to nature, the environment, and the people. • IUCN has **HIGH** appetite for exploring innovative approaches; new fundraising activities; running ambitious projects; developing partnerships if these are in line with IUCN programme and if the benefits and opportunities outweigh the risks (otherwise, the appetite is **MEDIUM**).
FINANCIAL *IUCN aims to remain financially sustainable to continue to serve its purpose and achieve its vision and mission.*	**MEDIUM**	• IUCN has **NO** appetite for activities that will breach financial rules, procedures and / or internal controls. • IUCN has **LOW** appetite for incurring unsustainable financial losses across its operations worldwide. • IUCN has **MEDIUM** appetite to dedicate a certain part of funding for exploring new avenues to diversify revenue streams through partnerships with non-traditional partners and/or donors. • IUCN has **HIGH** appetite to invest in opportunities and strategic initiatives that align and promote IUCN's vision and mission and are supported by robust business cases and associated financial information.
PEOPLE MANAGEMENT *IUCN refrains from putting employees in situation where safety and security are not guaranteed. IUCN is committed to exploring strategies to attract, manage, develop, and retain skilled staff to meet its strategic objectives.*	**LOW**	• IUCN has **NO** appetite to deviate from its core values and standards with respect to equality, diversity, and dignity. • IUCN has **MEDIUM** appetite to invest and retain, while recognising that a certain level of staff turnover is inevitable in its workforce through robust recruitment process, future-focused competency framework, and innovative staff management tools that are aligned with its strategic priorities and programme needs. • IUCN has **LOW** appetite for operations that put staff in risk of harm situations. IUCN will maintain offices in locations as long as the organisation can balance the likelihood for security breaches with risk mitigations such as staff evacuation protocols and allocation of additional security resources. • IUCN has **LOW** appetite for undertaking field visits in high security-risk countries and areas in accordance with IUCN Global Safety and Security Policy.

OPERATIONAL *IUCN requires comprehensive operational systems, practices and partnerships that support the achievement of its strategic objectives. IUCN implements its strategic objectives through a diverse and large global and regional programme and project portfolios.*	**MEDIUM**	• IUCN has **NO** appetite to develop partnerships with organisations that are not in alignment with IUCN values and policies (e.g., Code of Conduct and Professional Ethics, Policy on the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment). • IUCN has **MEDIUM** appetite for implementing and executing ambitious projects when aligned with its programme and portfolio strategic priorities. Rigorous programme and project management standards must be applied at all times. • IUCN has **MEDIUM** appetite when engaging with new partners for implementing activities or delivering new services and products to continually improve IUCN presence, expertise, and value proposition. These partners must successfully pass the institutional due diligence process.
LEGAL & COMPLIANCE *IUCN adheres to relevant statutory and policy requirements in all locations where IUCN operates.*	**NO**	• IUCN has **NO** appetite for non-compliance with relevant IUCN's statutory and policy requirements in all locations where IUCN operates. • IUCN has **NO** appetite for misconduct, harassment or discrimination and non-compliance behaviour that undermines the integrity of IUCN. • IUCN has **NO** appetite for risks such as fraud, unethical conduct, or non-compliance with legislation that could impact our reputation and stakeholder confidence.
INFORMATION SYSTEMS *IUCN embraces technological innovations while being equipped with innovative security and IS delivery.*	**LOW**	• IUCN has **NO** appetite for non-compliance with relevant data protection regulations in the countries where IUCN operates. • IUCN has **LOW** appetite for risks that could affect IS infrastructures, business operations productivity or system downtime. • IUCN has **MEDIUM** appetite while adopting innovative technologies to drive practices that are more efficient and to support programme innovation.

Membership Model Review and Analysis

Background: In the October 2023 Council meeting, Council "Requests the Secretariat to conduct a comprehensive analysis of the Membership models for IUCN, their associated member benefits and dues structure, keeping in mind the development of the 20-year strategic vision, and to provide an outline ToR and an estimated budget for the GCC to consider and to bring back to Council C110 Part II for decision."

Terms of Reference for the Consultant

Background

IUCN is a democratic Union, bringing together more than 1400 Members, including national and subnational governments, international and national non-governmental organisations (NGOs) and Indigenous Peoples Organisations (IPOs) to: "Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable."

IUCN's membership model was created in 1948 and has evolved over time. For example, new categories of Membership were introduced in 2021 (Subnational governments) and in 2016 (Indigenous Peoples' Organisations), while Membership dues are revised at every World Conservation Congress.

The purpose of the membership model review and analysis is to take an objective, critical and strategic look at IUCN's membership model as well as compare it with other membership models currently used by organisations in the conservation and conservation-related sectors. The goal is to analyse what improvements could be made to the membership model to help both IUCN in delivering its mission and vision and to ensure IUCN membership delivers value and stays relevant to IUCN Members. The findings will inform the development of the 20-year strategic vision for IUCN and relevant documents on the 20-year strategic vision will feed into the membership model review.

What do we mean by membership model? A membership model is a business model where individuals or organisations pay a recurring fee to access the value an organization creates. Assessing a membership models requires examining the membership structure, membership value proposition, member benefits and member dues.

Membership Model Review and Analysis

1. **Review of Current IUCN Membership Model**

- Membership analysis to develop a detailed profile of the current IUCN Membership.
- Review of current Member value proposition, Member benefits and offerings along with the approach and cost of delivering these benefits and services.
- Review of results of IUCN Member satisfaction survey 2023 and indicators of Member engagement to gain data-driven insights on what Members value about IUCN and what IUCN offerings they use. The review must include a recommendation for membership engagement indicators that are not currently collected but need to be captured in order to more comprehensively monitor the support that IUCN provides its Members.
- Review of Membership dues and the rationale behind them.
- Review of Membership income (past, present and projected) along with how the Membership income is invested.
- Review of IUCN Membership structure including National/Regional Committees based on IUCN Statutes, Regulations and relevant resolutions.
- Review of Membership Strategy that Council approved in 2020 (Council document: Annex 26 to decision C98/24) and Membership Roadmap 2022-25.
- Interviews with key Council members, representative samples of Members and National/Regional Committees, key members of the IUCN Secretariat Leadership Group[1] and other key internal stakeholders.

2. **Review of Membership Models of Complementary Membership Based Organisations**

- Research into membership models offered by complementary membership organisations and other membership organisations in the conservation and environment sectors.
- An analysis of how the IUCN Membership model compares with other existing models and what opportunities for improvement other models could provide.

3. **Three Possible Future Membership Models**

- Informed by the research (1 and 2), and working closely with the Membership and Commission Support Unit, develop up to three Membership models for consideration.
- Each Membership model must include:
    a. The Member value proposition, the Member benefits, the Membership dues, and the Membership categories.
    b. Financial modelling of best case/worst case scenarios for each model and forecasting of potential impact on membership numbers and revenue.
    c. Recommendations for improving the delivery of Member benefits.
    d. The implications that the Membership model may have for IUCN, in terms of vision and strategic change and the possible consequences of the model for the Union.
- Test the Membership models with a representative sample of IUCN Members via focus groups. Amend the models and include appropriate Member feedback next to each Membership model.

[1] The IUCN Secretariat Leadership Group includes the Director General, the Deputy Director Generals, the Regional Directors, the Centre Directors and the Corporate Directors

4. **Presentation of potential membership models to the Executive Board, GCC and Council for feedback, followed by a revision of the proposed models based on advice given and the delivery of a final report.**

Please note, the consultancy contract finishes at this stage. If Council would like to explore one or more of the membership models in depth, the next steps, which are beyond the scope of this contract, would be to:

- Consult widely with IUCN Members on the models. (All Members will be informed that this membership model review and analysis is being undertaken).
- Develop an implementation plan to identify the key tasks, dependencies, risks, governance, resourcing and financial implications of implementing a new Membership model.

Deliverables

The main deliverables of the consultancy assignment are:

- An inception meeting with Chair of the Governance and Constituency Committee, Deputy Director General (Corporate Services), representative of the Regional Directors, and Director of Membership and Commission Support Unit to agree on the workplan.
- An intermediary presentation of initial findings to the Governance and Constituency Committee and representatives of IUCN Secretariat Leadership Group.
- A draft final report presenting the analysis, findings and recommendations, presented to the Governance and Constituency Committee and representatives of IUCN Secretariat Leadership Group.
- A final report following integration of comments from IUCN.

The consultancy assignment must be completed by 31 May 2024. The following table provides an indicative timeline and work plan for the deliverables as well as allowing for time to identify and procure the services of a qualified consultant:

Main deliverables	**Timeline**
Work plan and inception	15 January 2024
Intermediary presentation	15 March 2024
Presentation of final draft	6 May 2024
Final report	31 May 2024

Profile and experience required

- Expertise and experience in assessing and advising organisations in the not-for-profit sector on their membership models.
- Track record of high standards in drafting and producing analysis and recommendations for senior management and governing bodies in international organisations or international non-governmental organisations.
- Fluency in written and spoken English along with good working knowledge of French and Spanish preferred.

Estimated budget

A standard IUCN procurement process will be undertaken to identify the best value consultant or consultancy for this contract. A budget of CHF 50,000 is estimated and would be allocated from the existing 2024 IUCN budget.

CONGRESS PREPARATORY COMMITTEE

TERMS OF REFERENCE

Approved by the Bureau (B/75/1) and endorsed by the IUCN Council (C/95/2) in October 2018; revised by the IUCN Council (C110/11) in November 2023

The Congress Preparatory Committee is established by Council[1] to ensure the necessary preparations are made for the IUCN World Conservation Congress. The role of the Committee is to oversee the preparations for the Congress while the Director General is responsible for organizing the Congress. The Preparatory Committee will ensure consistency with and adherence to IUCN's Statutes, Regulations and the Rules of Procedure of the World Conservation Congress. And, as called for in the Rules of Procedure of the World Conservation Congress[2], it will assume the role of the Steering Committee during the Congress.

In fulfilment of these responsibilities the Congress Preparatory Committee shall:

- Ensure that the Congress is well aligned with the mission and vision of IUCN and that the rights and interests of IUCN's Members and components are fully incorporated in the design, planning and execution of the Congress;
- Coordinate closely with the Motions Working Group and the Election Officer in order to ensure that motions and nomination / election processes, including the deadlines for submission of motions and nominations, are streamlined and recommend approval of such deadlines to Council;
- Monitor the Congress preparations by the Secretariat and the implementation of the Hosting Agreement by the host country based on status reports provided by the IUCN Secretariat and the Host Country at each CPC meeting;
- Consider the draft agenda for the Congress and recommend its approval to Council;
- Oversee the process for identifying members for the different Congress Committees;
- Support the fundraising efforts by opening doors to potential donors and sponsors;
- Act as appeals body for motions referred to the electronic debate and vote to be held prior to Congress. When acting as appeals body, CPC's membership will be extended with individuals representing the interests of Members as provided in the Rules;[3]
- Keep Council informed, as the case may be with recommendations, on the fulfilment of its responsibilities;
- Assess and address any actual, potential or perceived conflict of interest situations and as appropriate, consult with the Ethics Committee of Council to get guidance in case of doubt on how to address them;
- Conduct it work with transparency, whereby any report/summary of the outcome of its activities provided to Council or Bureau will be made available in accordance with the IUCN Council's policy on transparency;
- Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council for improving the committee's role and functioning.

[1] Article 46 (q) of the Statutes
[2] Rules 15-18
[3] Rule 62*quarto*

Regarding the membership of the 2025 Congress Preparatory Committee (CPC)

Approved by Council decision C95/21 (October 2018) and revised by Council decision C110/11 (November 2023)

The IUCN Council,
Decides that the membership of the CPC shall comprise:

- The Vice-Presidents
- The Treasurer
- Maximum of six other Council members[4];

Notes that in accordance with past practice the Host Country will appoint a representative to the CPC;
Invites Council members to transmit expressions of interest to be part of the CPC to the Vice-Presidents by 15 January 2024;
Requests the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents by 15 March 2024.

Process for appointing additional individuals to the CPC acting as appeals body

Approved by the Bureau of the IUCN Council, decision B/XIV on 5 June 2019, and revised by Council at its 110th meeting on 15 November 2023.

a. The Bureau makes the appointment of 3 members before 1 August 2024 taking into account the following criteria:

   i. Good knowledge of IUCN and previous Congress(es);
   ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government, I/NGO and IPO Members and/or Commissions;
   iii. At least one State/Government Member and one I/NGO/IPO Member from different regions;
   iv. Declaration of real, potential and perceived conflict of interest;
   v. No personal involvement in the motions process;
   vi. Overall gender balance in the CPC.

   The members of the CPC will be consulted before the Bureau takes a decision.

b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before 15 May 2024, inviting nominations/expressions of interest by 30 June 2024 at the latest. The call will mention that, in order to take into account gender balance when making appointments, the IUCN Council is looking forward to receiving nominations of / expressions of interest from women in particular.

Meetings of the CPC acting as appeals body will be held remotely and might be convened at short notice.

[4] Initially four members (Bureau (B/75/1), endorsed by the IUCN Council (C/95/2) in October 2018) but amended by Council to have six (Decision C/VI on 25 March 2019).

Nominations Committee of Council

Terms of Reference

Approved by Council decision C97/11, October 2019 and revised by Council decision C110/11, November 2023

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in October 2025. The duties of the Nominations Committee will be as follows:

a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of member nominations of 7 March 2025.

b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.

c) Collect biographical information and reference material on candidates.

d) 1. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:

   i. a rating system using a criteria based on the profiles for elective positions;
   ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
   iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;

   2. Receive a report detailing which applications were rejected and the reasons why.

e) Make short lists for each position.

f) Formulate recommendations for submission to Council at its 113th meeting, 7-9 May 2025.

g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.

h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations. Members of the committee shall declare to the committee any situation or relationship that can create an appearance of impropriety that may affect the confidence in the ability of the member to act with independence and objectivity or that may undermine the credibility of the nominations process.

i) Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council for improving the committee's role and functioning.

Process for the appointment of the members of the Nominations Committee

Extract from Council decision C97/11 (October 2019) and revised by Council decision C110/11 (November 2023)

[…]
2. Invites members of Council to come forward with expressions of interest to become a member of the Nominations Committee which need to reach the President by 15 January 2024,

3. Requests the Vice Presidents acting as Nominating Committee under Regulation 48 (c) to make a recommendation to the Bureau by 15 March 2024 for the appointment of the members of the Nominations Committee taking into account the expressions of interest received from Council members, gender and regional balance as well as a balance between first and second term Vice-Presidents/Council members,
[…]

FOR INFORMATION

Council decision C98/6, February 2020

The IUCN Council,
On the recommendation of its Nominations Committee,
Recommends that, during the next inter-sessional period, Council gives consideration to:
1. Improve the Nominations Committee approval process by appointing members of the committee early enough so as to give sufficient time for them to carry out a proper exercise.
2. Improve the Terms of References for the Election Officer and the Nominations Committee by providing clear guidelines on how to deal with any complaints by candidates or Members regarding the Elections process.
3. Personal face-to-face interviews of Presidential Candidates, if more than one, should be made mandatory to substantiate the recommendations made by the Nominations Committee.
4. Rules of Procedure need to clearly state that a proposed individual becomes a candidate once nominated by Council and formal notice communicated. Until then, any campaign activities may lead to disqualification.
5. Amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions Ad Hoc committee's selection process.

2024 IUCN WORKPLAN AND BUDGET

Approved by the IUCN Council, decision C110/13 - Annex 9, 13 November 2023

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Introduction

The world is in an alarming state. IUCN's role in addressing the triple planetary crisis has never been more needed. The transformational change needed to put humanity back on course to sustainable development requires a long-term vision coupled with urgent action. As such, the IUCN Programme Nature 2030 for the first time sets its ambition in a decadal timeframe (2021–2030), underpinned by a strong call for mobilisation of the entire Union.

This high-level Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 Kunming Montreal Global Biodiversity Framework (KMGBF).

The purpose of the document is to set out the Secretariat's planned 2024 contributions to advance implementation of the Nature 2030 Programme in collaboration with Commissions and Members. Part I contains the Work Plan for 2024, outlining a framework for delivery with respect to Member Engagement, Global Policy, Resolution Implementation and how the portfolio will contribute to IUCN's five Programme Areas: People, Land, Water, Oceans, and Climate. Part II provides the associated budget of the Secretariat and the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2024. The purpose of the Workplan is to provide assurance that the work of the Secretariat is progressing in line with the targets set out in the IUCN Programme 2021-2024 and in accordance with the One Programme Charter.

Part I. 2024 Workplan

1. Membership Engagement Chapter

A Union of more than 1,450 diverse Members, together with a substantial global network of over 15,000 conservation experts under the IUCN Commissions, has the credibility to play a leading role in the global effort to redefine our relationship with nature. Membership and commission engagement are at the very core of the Union's vision and mission.

1.1. Membership and Commissions Support

To improve and foster engagement in 2024, the Secretariat has developed a set of implementation priorities for 2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: Annex 26 to decision C98/24). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

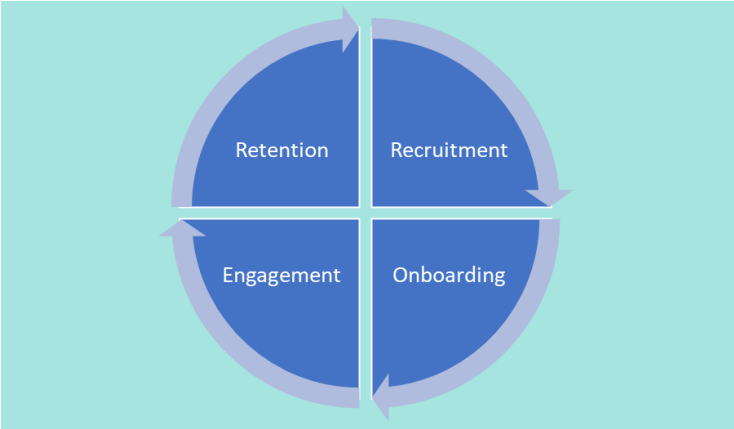
The roadmap focuses on delivering value to Members in the following three areas:

1. **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;

2. **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
3. **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.

In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1: Membership lifecycle:

FIGURE 1: MEMBERSHIP LIFECYCLE



RECRUITMENT: In 2024, the Secretariat aims to grow the number of new IUCN Members by 60 with a focus on State, Subnational Government, and Indigenous Peoples' Organisation categories along with venue-based organisations (VBOs) assuming IUCN Members vote for the new membership dues for VBOs in December 2023. Recruitment efforts will be supported by targeted marketing materials that explain the value of IUCN Membership and case studies of active Members that have significantly benefited from membership.

ONBOARDING: In 2024, the Secretariat will produce an IUCN New Member Handbook to support the global onboarding programme introduced in 2023 for all new Members.

ENGAGEMENT: The majority of the Secretariat's efforts in 2024 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention. These will include:

- The priority Member engagement activity will be hosting nine Regional Conservation Fora (RCF) in 2024. RCFs aim to bring together all parts of the Union to discuss and debate conservation challenges in the region; help shape IUCN's programme of work for 2025-2029/30 and prepare for the IUCN World Conservation Congress 2025 (Abu Dhabi, 9-15 October 2025). These events are expected to be held in Belgium, Canada, Colombia, Fiji, Kenya, Mexico, Saudi Arabia, Thailand, United States with, for the first time, the African RCFs being combined into a single pan-African RCF to be held in Nairobi.
- As per Council Decision C107/10, the Secretariat launched a new online community platform, IUCN Engage, in 2023 to engage IUCN Members, Regional and National Committees, Commission Members, Council, and Secretariat staff. In 2024, online engagement efforts will aim to achieve a critical mass of activity so that constituent content and activity becomes self-sustaining in 2024. This will happen through making IUCN Engage

into a core communication channel with constituents for activities including: Member webinars, mobilizing Members around IUCN positions, IUCN consultations, matchmaking and networking of Members.
- The third and fourth issues of a new Member digital magazine.
- A platform for Members and Commissions at major global environmental events (e.g. at COP29 and COP16 in 2024) via use of an IUCN Pavilion or Booth for events, networking and presentation of their work.

RETENTION: The Secretariat will continue to enhance listening to Members in 2024 through the second annual Member satisfaction survey, introducing a systematic analysis of why Members leave IUCN and monitoring Member engagement indices in order to identify strategies to increase retention. The 2023 Member satisfaction survey identified two key levers to increase member satisfaction: Capacity building and involvement in field projects. The Secretariat in 2024 will therefore increase Member participation of IUCN Academy capacity building courses and identify strategies to increase Member involvement in projects.

Wherever possible, the Secretariat will coordinate and work with National and Regional Committees in actions to engage, recruit and retain members, as well as to engage members in implementation of the IUCN programme. This is in-line with the 2020 Membership Strategy and the IUCN One Programme Charter, which recognize the important role of National and Regional Committees in helping to enhance engagement of members, including for programme implementation.

In addition, in 2024, the Secretariat will carry out a comprehensive analysis of the current Membership models for IUCN, their associated member benefits and dues structure, with a view to strengthening the Union to achieve the IUCN vision, as requested at C110 Part 1.

Support for Commissions will continue in 2024 with the aim to continually improve the efficiencies and effectiveness of support provided to the Commissions in the areas of membership, finance, administration and communication. A particular focus in 2024 will be on working with all the Commissions to increase the quality and quantity of Commission membership, and to enhance the interlinkages between Commissions, Members and Secretariat mainly in the regions via the RCFs.

1.2. Contributions for Nature Platform

Section 8 of the IUCN Programme Nature 2030 mandated that IUCN "create a digital platform where all parts of the Union can voluntarily share their planned and realised contributions to meeting the Impact Targets as well as towards global policy targets such as the post-2020 global biodiversity framework and the Paris Agreement on Climate Change". This was introduced and launched at the World Conservation Congress 2021 in Marseille as well as the IUCN Leaders Forum in Jeju, October 2022, as the IUCN Contributions for Nature Platform, with guidance from an international Advisory Board.

To date, Contributions for Nature Platform documents nearly 10,000 contributions by more than 100 IUCN constituents, in terms of spatial documentation of where their conservation and restoration are being undertaken (or will be undertaken) over the decade 2021–2030. After validation by IUCN's Regional Offices, this documentation is then analysed to assess potential contributions towards global goals for species extinction risk reduction (using the Species Threat Abatement & Restoration metric) and for climate change mitigation (using the Restoration Barometer).

For 2024, the top priority is further engagement with IUCN constituents to support documentation of further contributions, with a target of having 30% of Members register at least 1 contribution entry on the platform. Innovations in the platform itself will include strengthening of the reporting on climate change mitigation, establishing unique URLs for each contribution, and improving the user experience and user interface for the visualisation module. The platform will also work with the ENACT Partnership to ensure that it meets ENACT's needs for reporting on progress towards biodiversity and climate change goals through Nature-based Solutions.

1.3. Commission-led programme delivery

Commission on Education and Communication (CEC)

CEC will Support the Nature 2030 IUCN Programme's commitment to 'Reimagine Conservation', with activities which promote a culture for conservation and care for the planet through a people-centered, bottom-up movement, listening to diverse audiences. This will be done notably through the establishment of several task forces. Main objectives for 2024 will include the consolidation of best practice in Nature Education for Sustainability; the catalisation of a global movement inspiring love of nature for people, the planet and all of life; and the championing youth engagement and intergenerational partnerships. A set of activities will be developed in collaboration with the IUCN Academy. These include the development of a series of guidance notes, which can then be transformed into online courses on the IUCN Academy Learning Platform. In line with the objectives stated above, the guidance notes for 2024 will cover the following topics: (i) 10 Steps to developing a communication strategy; (ii) Developing Nature-based education; (iii) Developing outdoor learning green school grounds and outdoor learning networks (iv) 10 steps on how to build a youth-focused dialogue space; (v) 10 steps to create a #NatureForAll love festival.

Commission on Environmental, Economic and Social Policy (CEESP)

CEESP continues to systematically “reimagine” conservation, with a particular focus in securing sound advance in implementing the people centred and rights-based approaches across the Union. Strategically we aim for an unprecedented inclusive WCC 2025, making visible how human rights dimension is the path to transform conservation practices. This translates into specific action items through 2024 and beyond mobilized by CEESP, with the implementation of Resolution 119 on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth (WCC 2020) as an overarching framework to address legacy issues globally, with a particular focus in impacts to IPLCs and the most vulnerable groups. Strategic and operative arms for this task reside in CEESPs engagement and collaborations with the novel Council Human Rights Task Force, the Conservation Initiative on Human Rights (CIHR) Group and the Human Rights in Conservation Unit of the Center for Society and Governance, in coordination with CEESP working groups, particularly those engaged in traditional and novel intersections, such as governance and health related issues. Collaboration with IUCN ORMACC region to advance implementation of science-based tools and strategic outreach to support indigenous environmental defenders’ agenda will serve as case study and for upscaling and replication opportunities in other regions.

In parallel, CEESP’s transformative ambition for 2024 and beyond will require deeper analysis to understand and unpack the convergence between rights/sustainable development and economic-financial flows through continuous reflection on sustainable finance, in the context of the Post Covid economy and the tensions of a global scenario signed by a backlash on human rights, weakening of democracy and continuously increasing carbon intensive consumption and production patterns,

despite the global commitments for biodiversity and climate change defined by CBD GBF and UNFCCC respectively. Opportunities for youth engagement through education, empowerment and transformative leadership initiatives, in the context of IUCN's Youth Strategy, will provide room for extended collaboration and synergies among CEESP-CEC-Secretariat and key external partners.

World Commission on Protected Areas (WCPA)

WCPA will continue to innovate in 2024 and build on a solid foundation of aligned and strategic specialist groups and task forces. WCPA has prioritized implementation of the new Global Biodiversity Framework, especially Target 3 on protected and conserved areas. New guidance developed by the Commission with IUCN members and GEF Secretariat will be progressively rolled out at global events and at national level in key countries. WCPA is instrumental in developing a new partnership for Target 3 in partnership with the Secretariat of the CBD, as well as advancing IUCN collaboration with the High Ambition Coalition secretariat, along with the IUCN secretariat.

WCPA has helped put the IUCN Green List onto a new track with a more secure and credible process for validating effective conservation in protected areas worldwide. WCPA continues to lead global guidance on 'other effective area-based conservation measures' OECM, with a new toolkit to be promoted widely in 2024.

As such, in 2024, WCPA will prioritise:

- Strengthening of the governance and management of the membership and network of Specialist Groups and Task Forces including a focus on implementing relevant IUCN resolutions
- Target 3 implementation, building on WCPA technical strengths, through advocacy and partnerships with key stakeholders;
- Technical guidance and advocacy to promote diverse governance and management regimes for connected networks of Protected Areas, 'OECMs' and Indigenous and Traditional Territories, promoting conservation-at-scale approaches
- Promoting key linkages between Target 3 with Targets 1, 2, 4 and 8 of the Global Biodiversity Framework including through new task forces on spatial planning and restoration and focus on freshwater conservation.
- The development and socialization of a new framework to measure effectiveness that builds on and includes the Green List Standard.
- The integration of protected and conserved areas as natural climate solutions
- The implementation of the Biodiversity Beyond National Jurisdiction BBJ Treaty; creation and management of marine protected areas in the High Seas and revitalizing IUCN's strategy for the Antarctic and Southern Ocean.
- Continuing to support the KBA Partnership, the High Ambition Coalition, the T3 Partnership, the IUCN WCPA Awards and the World Protected Areas Leaders' Forum.

Commission on Ecosystem Management (CEM)

CEM continues to expand its membership, notably in India, and will increase its outreach efforts to further develop the IUCN-CEM Young Professionals Network; CEM will also focus on dissemination of its work by conducting 16 CEM Dialogues on different topics as well as regional events such as Forestry with IUFRO, in Africa and issue three newsletters/year in English, Spanish and French. Four

CEM publications and at least 20 papers will be issued in 2024 as well as development of three educational videos about the links between environmental degradation and human health.

The main priorities of CEM for 2024 allows for a good collaboration with the Secretariat. E.g around the Red List of Ecosystems TG where CEM will expand RLE assessments and maps, developing new tools, data to support assessments, as well as joint projects, such as Ecosystem Accounts and KbA. To advance the Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET), CEM and the Secretariat will work with governments and international processes, especially regarding the GBF and its monitoring framework. As regards, the GEO-Atlas, CEM will continue fundraising and offer scientific and technical support for the development of the GEO-Atlas.

NBS is another key area of work where CEM will support the NbS International Standard Committee and complete the publication on NbS case studies and progress with a NbS&Pas/OECMs paper. In collaboration with the Secretariat, CEM will also provide guidance on the application of NbS. In addition, CEM will further develop the work on Carbon markets and biodiversity, including documenting NbS case studies on biodiversity and climate change in Latin America, mainly focused on the links between NBSAP and NDC.

CEM will support the implementation of the Standards of Practice on Ecosystem Restoration. As part of CEM's efforts to disseminate its work and experiences, CEM will initiate preparation of the 6th Forum on Ecological Restoration, generally share good practices on Ecological/Ecosystem Restoration, work on the Rewilding Guidelines with the addition of case studies, presentations in various conferences, conduct a CEM dialogue on Cultural Practices and try to complete the Handbook on case studies. In the area of Human Health, educational materials such as videos and 5 Eco-anxiety webinars will be finalized. Together with the Red List of Ecosystems group, a Human health indicator is under development.

World Commission on Environmental Law (WCEL)

In 2024, WCEL will continue to expand its membership across all regions and in particular in Africa and Oceania. WCEL will also continue to contribute to the implementation of IUCN resolutions which directly call upon the Commission. In addition, WCEL will continue to work during its 8 Specialist Groups and 4 Task Forces on legal issues with respect to environmental protection and the implementation of the Environmental Rule of Law across the whole scope of thematic issues.

Two streams will be prioritized in the coming months. First, the preparation of IUCN submissions to the international legal advisory proceedings on states´ obligations with respect to climate change at the world's highest court: the International Court of Justice. Moreover, WCEL also prepares the IUCN Statement to the Inter-American Court on Human Rights and will follow up on the International Tribunal on the Law of the Sea in their respective climate change advisory proceedings. Second, the collaboration with UNEP on the preparation of guidebooks, material and capacity building sessions for judges worldwide on the relationship between human rights and climate change, as recommended to the United Nations General Assembly by the UN Special Rapporteur on Climate Change and Human Rights.

Finally, WCEL will work on:

- the negotiations of a new treaty to address plastic pollution (to be adopted in 2024)
- the implementation of the BBNJ Agreement under UNCLOS
- the legal aspects of the implementation of the Kunming-Montreal Global Biodiversity Framework

- implementation and further work on the recognition of a human rights to a clean, healthy and sustainable environment
- legal frameworks and safeguards for nature-based solutions to climate change
- need for regulation of Carbon Dioxide Removal Technologies
- development of international discourse on Rights of Nature and the Ocean
- development of a Model Forest Act
- recruitment of Early Career Members
- legal framework for the protection of the environment during armed conflict regional focus on: islands

Species Survival Commission (SSC)

2024 will be the first full year of the new Red List Partnership Agreement and so it will be incumbent on the Secretariat, SSC, and the Red List Partners to find ways to ensure that the new Red List structures are operational and effective. The Secretariat and SSC Specialist Groups will produce new and updated Red List assessments from a number of priority groups in 2024, including reef-forming corals, dung beetles, fungi, freshwater molluscs, sharks, seahorses and marine fish. Regional efforts will focus on national Red Lists in Greece, Saudi Arabia and Europe.

The Secretariat and the New Mexico BioPark will co-deliver the Red List Training of Trainers course and Red List training webinars. There will be close collaboration with SSC Specialist Groups, Red List Authorities, Species Survival Centres and new National Species Specialist Groups throughout 2024. The interim STAR Committee will be formalised, marine and freshwater STAR published, and mechanisms established to serve STAR through the Red List website, and to support STAR calibration. Collaborative effort on the IUCN Green Status will see recovery assessments completed for new species and added to the IUCN Red List. The Secretariat will work with the SSC and the WCPA through the KBA Committee to steer the KBA Partnership, including the development of a KBA Marine Working Group, the design and application of the KBA monitoring framework and identification of KBAs in Central America and East Africa. Indicators derived from both the Red List and the KBA Programmes will be derived and served to the UN to track progress towards the Sustainable Development Goals, and to the CBD to track progress towards the Global Biodiversity Framework, and to other multilateral environmental agreements.

The IUCN Secretariat will coordinate SSC engagement on wildlife trade and sustainable use during the 2024 CITES Animals, Plants and Standing Committee meetings. Additionally, SSC Members from multiple specialist groups will provide input to several intersessional working groups. SSC will leaders contribute to a CITES-funded project to develop non-detriment finding guidance documents for the Parties. The IUCN Secretariat, SSC and TRAFFIC, will funding raise to support the implementation of the CITES mandated African and Asian Rhinoceroses – Status, Conservation and Trade report, for submission to CITES CoP20. IUCN's engagement in CMS COP14 will be coordinated by the Secretariat and delivered jointly with various SSC Specialist Groups.

The IUCN Secretariat plans to work closely with SSC Invasive Species Specialist Group to build on the findings of recent IPBES assessment on invasive alien species. This will include working on developing guidance to support parties implement action towards GBF Target 6 and SDG 15.8, and mobilising data, including EICAT assessments, to be incorporated into IUCN ISSG Global Invasive Species Database. IUCN also will continue, in partnership with the ISSG, in providing technical and scientific support to the EC for the implementation the EU IAS Regulation 1143/2014. The IUCN

Secretariat plans to work closely with the SSC Wildlife Health Specialist Group in the development and dissemination of guidelines on wildlife health surveillance.

The Secretariat will continue to support efforts to implement the Global Biodiversity Framework, including Reverse the Red, the SSC Post-2020 Taskforce, and the Global Species Action Plan; the Secretariat will continue to support these efforts. Secretariat-SSC collaboration will underpin many aspects of conservation granting, including SSC representation at the Technical Advisory Group of SOS and ITHCP initiatives, engagement priority setting for the design of SOS initiatives and technical support in the implementation of SOS initiatives.

Climate Crisis Commission (CCC)

The IUCN Climate Crisis Commission was established at the IUCN World Conservation Congress 2020 in Marseille with the aim of mobilising and coordinating the Union and engaging with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available science coming from the IPCC and taking into account the actions and initiatives that are developed in the UNFCCC through the Global Climate Action Agenda.

Building on its achievements to date, including the appointment of an interim steering committee and chair and deputy chair, and the development of approved terms of reference and a 2023-2024 work plan, the commission will focus on the following activities in 2024: (i) recruitment of new Members; (ii) resource mobilization and fund-raising; (iii) development of specific knowledge products and/or initiatives; and (iv) active collaboration and support to the other ongoing climate-related programmatic and policy work within the secretariat and other commissions.

2. Global Policy Chapter

IUCN's Mission: Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.

Policy is central to IUCN's work, its mission and its ability to deliver on its Programme. Through World Conservation Congresses our Members set IUCN's general policy. Together - Secretariat, Members and Commissions - work to influence decisions and actions on the ground aiming to impact international, regional, national and local policy frameworks and ultimately benefitting people and nature.

In 2024, a year before the 2025 IUCN World Conservation Congress, numerous policy processes and events will take place presenting a good opportunity for IUCN to continue advocating for a just world that values and conserves nature. In effect, IUCN is committed to delivering a clear and demonstrable contribution to the Sustainable Development Goals, the Kunming-Montreal Global Biodiversity Framework and the Paris Agreement on Climate Change.

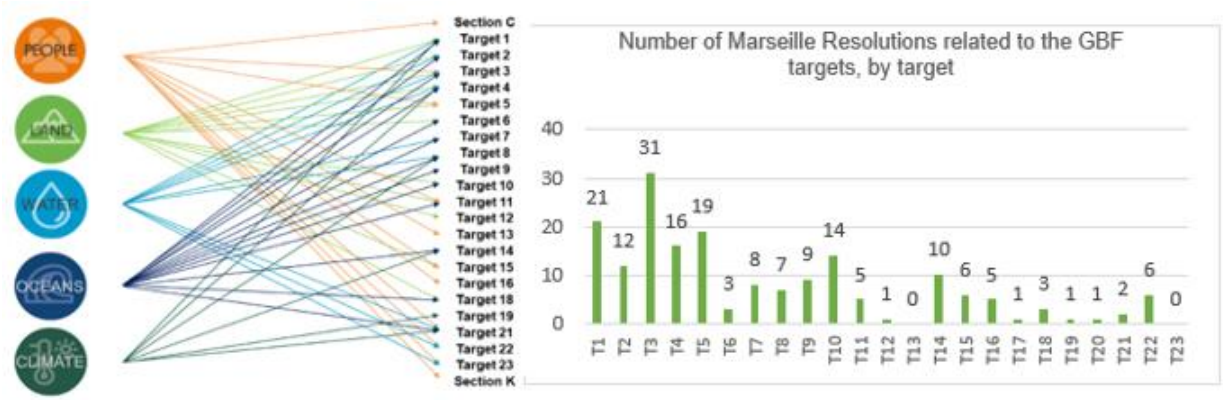
The three Rio Conventions – the Convention on Biological Diversity (UN CBD), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Convention to Combat Desertification (UNCCD) - will have their Conference of the Parties as will do the Convention on Migratory Species (CMS) and the World Heritage Convention that will have its World Heritage Committee in 2024. IUCN will continue to call for securing greater synergies among the three Rio Conventions as well as across the wider Biodiversity-related Conventions; we will do this through the application of Nature-based Solutions, science-based target setting monitoring, and support to implementation of national commitments.

> "*IUCN congresses have paved the way for key international environmental agreements including the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the World Heritage Convention, and the Ramsar Convention on Wetlands. IUCN continues to work with these conventions to flag important issues, provide technical advice, and influence effective and collaborative responses to emerging challenges*" (*Nature 2030, the unique value proposition of IUCN, p.6*)
>
> "*We commit to delivering a clear and demonstrable contribution to the Sustainable Development Goals, the post-2020 global biodiversity framework and the Paris Agreement on Climate Change*". (Nature 2030, Nature 2030: A Union in Action, p.7)

There is clear alignment between the recently adopted Kunming-Montreal Global Biodiversity Framework (KMGBF) and Nature 2030, and between the GBF and IUCN Resolutions (Figure 2: Left: linkages between Nature 2030 and the GBF targets; Right: number of Resolutions related to the GBF targets). IUCN has thus a key role to play in the implementation of the ambitious goals and targets under the new framework, assisting and influencing Parties to the Convention as they update their

national biodiversity strategies and action plans (NBSAPs) as well as spell out national targets and move speedily into action. **Through its position statements and engagement with governments and civil society Members** on the ground, at Conference of the Parties (CBD COP16), IUCN will advocate for bold commitments and actions, scientifically sound and coherent decisions, and enhanced and fair conservation practices. **IUCN will put forward its conservation tools, knowledge products and best practices** for advancing the work of the Convention and achieving all areas of the IUCN Programme. **Through partnerships and alliances**[1], IUCN will continue to join forces with its Members and other actors to keep ambition high and enable the swift implementation of the KMGBF.

FIGURE 2: LEFT: LINKAGES BETWEEN NATURE 2030 AND THE GBF TARGETS; RIGHT: NUMBER OF RESOLUTIONS RELATED TO THE GBF TARGETS



On climate, IUCN will actively engage in all relevant UNFCCC processes, work programmes and bodies in 2024 - including at the subsidiary bodies' meetings (SB60) and at COP29 - to strengthen integrated and inclusive approaches for addressing the interlinked climate and biodiversity crises. Building on the outcomes of the 2023 Global Stocktake and in line with relevant IUCN Programme impact targets, IUCN will advocate for more ambitious global climate action, including **through the stronger incorporation of Nature-based Solutions for mitigation and adaptation within the new Nationally Determined Contributions (NDCs)** that governments need to submit in 2025. We will also **advocate for greater financing of high-integrity Nature-based Solutions (NbS), with a greater proportion to flow to Indigenous peoples and local communities, highlight the ecological and social risks of new and emerging climate technologies (e.g. geoengineering)** and engage in other relevant policy fora to amplify and reinforce IUCN's views on these topics.

Guided by its Resolutions and Recommendations[2] and consistent with its Programme, IUCN will stay strongly engaged with UNCCD and provide inputs to a variety of topics and priorities including **restoration of land, grasslands and rangelands, governance and rights, gender mainstreaming, NbS, sustainable agriculture, water management and drought**. Through partnerships, including with the UNFCCC Secretariat, IUCN has contributed to the implementation of projects including on

[1] The Nature Positive Initiative, the NBSAP Accelerator Partnership, the NBSAP Forum for example.

[2] For example: 1.74 (1996) "Combatting Desertification"; WCC (2000) RES 003 "An IUCN Arid and Semi-Arid Lands Global Thematic Programme"; 4.093 (2008) "Legal aspects of the sustainable use of soils"; 4.134 (2008) "Responding to deforestation and land degradation related to climate change and desertification"; WCC 2020 Res 009 on Protecting and restoring endangered grassland and savannah ecosystems.

Land Degradation Neutrality (LDN) target setting with the GEF and on the Gender Action Plan and Gender Help Desk. These efforts will continue in 2024 as will collaboration with the UNCCD Secretariat in implementing the third IUCN-UNCCD joint work plan 2021-2024 which supports the achievement of Land Degradation Neutrality through the application of NbS.

UNCCD COP16 in December 2024 will provide an opportunity for IUCN to follow-up to the Abidjan Call adopted during the last COP in 2022 and which reaffirms the key commitment to the 2030 Agenda for Sustainable Development, especially SDG 15.3 on achieving LDN by 2030. We will also work on **raising awareness about the Abidjan Declaration on Achieving Gender Equality for Successful Land Restoration**, which underscores the pioneering role of the Convention in **championing women's rights, including with respect to land tenure**, as well as engage with different Parties and actors to ensure that a decision is taken on rangelands restoration, at the latest in 2026 during COP17.

At CMS COP14, IUCN will provide **scientific advice for CMS species listings**, concerted action proposals for listed species, advocate for scaling up of species conservation at all levels to support the implementation of the GBF using the Global Species Action Plan (GSAP), through the National Biodiversity Strategies and Action Plans (NBSAPs) at the national level. The COP will also be an important opportunity to promote ecological connectivity conservation[3], follow-up to relevant IUCN Resolutions and Recommendations[4] and highlight the contributions of IUCN to the objectives of the Convention more generally.

IUCN will prepare for the 20th CITES COP through the provision of expert scientific advice at the 27th Plants Committee, 33rd Animals Committee and 78th Standing Committee meetings. Ongoing efforts to support the Parties with respect to making non-detriment findings and **assessing species at risk** of extinction from international trade will continue.

Under its new IUCN World Heritage Strategy: New ambition for World Heritage, IUCN will exercise its long-standing role as the statutory Advisory Body on nature to the World Heritage Convention, further enhancing global area-based conservation through the 46th session of the World Heritage Committee. In this role, IUCN will provide technical advice on around 20 potential new World Heritage sites, monitor existing sites through missions and the preparation of around 50 State of Conservation reports, as well as provide guidance on technical documents that inform policy and decision-making at regional, national and site-based levels. IUCN will provide inputs into the policy documents of the Convention, which have clear linkages to the delivery of the GBF, and **deliver area-based and species conservation through rights-based approaches**.

Turning to the wider UN sustainable development agenda, the Summit of the Future will be the main policy event at the United Nations in New York. Through the Permanent Observer to the UN, IUCN will identify opportunities to engage and influence the negotiations for the Pact for the Future to be adopted at the Summit in September 2024 so that it adequately acknowledges the indispensable role of nature in our future. IUCN will emphasize that in order to truly set ourselves on a path to a sustainable future, nature must be integrated into in all chapters of the Pact and

[3] In line with Resolution 7.073 – Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels.

[4] For example Resolution 6.027 – Strengthening the implementation of the Bern Convention for migratory bird species
Recommendation 6.099 – Promotion of Anguillid eels as flagship species for aquatic conservation

considered just as important for promoting and maintaining international peace and security and transforming the global governance system as it is for achieving the 2030 Agenda. Crucially, IUCN will retain its role as a custodian agency for five of the UN-agreed indicators of progress towards the Sustainable Development Goals (protected area coverage of key biodiversity areas in marine, terrestrial & freshwater, and mountain environments; the Red List Index; and invasive alien species policy response), in preparation for the 2025 comprehensive review.

Regarding the intergovernmental science-policy interface, IUCN's strategic partnership with the Intergovernmental Platform on Biodiversity & Ecosystem Services (IPBES) will expire in 2024, and so work is now underway to renew this. Focus will continue on IUCN's role supporting stakeholder engagement in IPBES, which emphasises the complementarity between IPBES and IUCN. In addition, in 2024, IPBES11 will consider the Summaries for Policy-Makers for their Nexus and Transformative Change Assessments, while the IPBES Business Assessment will undergo first review, and the expert nominations process for the Monitoring and Second Global Assessments will begin. Accordingly, IUCN will advance review comments into the first three of these important assessments, and support nominations into the latter two.

IUCN will emphasise the need to go *beyond GDP*, by not only agreeing on metrics that capture measures not included in GDP but by also expanding GDP measurement to incorporate nature and environment more generally. IUCN's message is clear: All economies and human wellbeing ultimately depend on nature, but current economic headline indicators such as GDP fail to recognise nature's massive value. Without such recognition, nature gets undervalued if not altogether ignored in economic decision-making. IUCN will also integrate in its messages the importance of decisions that will continue to support a green economy and a just transition.

The sixth session of the **United Nations Environment Assembly (UNEA6)** will be held in February-March 2024 under the overall theme "Effective, inclusive and sustainable multilateral actions to tackle climate change, biodiversity loss and pollution". IUCN will use the opportunity to continue to position our NbS work after the UNEP consultations pursuant to Resolution 5/5 "*Nature-based Solutions for Supporting Sustainable Development*" would have concluded and promote the further application of the IUCN Global Standard on Nature-based Solutions. UNEA6 will also take stock of progress against the Resolutions adopted at the 2022 session, in particular Resolution 5/14 *"End plastic pollution: Towards an international legally binding instrument,"* which gave way to the Intergovernmental Negotiating Committee (INC) and the negotiations of a new treaty to tackle plastic pollution through its whole life cycle.[5] In line with its active engagement in the INC process since 2022, as well as following on to the mandate received from our Members through relevant Resolutions[6], IUCN will engage in UNEA6 plastic pollution discussions and continue to provide inputs to its Political Declaration more broadly.

Another process in 2024 that IUCN will engage in is **4th Small Islands Developing States Conference** to be held in the second quarter of 2024 and the negotiation of a new ten-year action plan for SIDS,

[5] In line with relevant IUCN Resolutions on mining (including deep sea mining), chemical and pesticides use, and waste processes in general, and in order to support various projects in the Regions, IUCN has been, and will continue to be actively involved in supporting the follow-up of UNEA Resolutions 5/8 "*Science-Policy Panel to contribute further to the sound management of chemicals and waste and to prevent pollution*", 5/11 "*Enhancing Circular Economy as a contribution to achieving sustainable consumption and production*", and 5/12 "*Environmental aspects of minerals and metals management*".

[6] In particular, Resolutions 7.019 - Stopping the global plastic pollution crisis in marine environments by 2030 and 7.069 - Eliminate plastic pollution in protected areas, with priority action on single-use plastic products.

that will take over from the current Samoa Pathway, and will be negotiated in New York from the beginning of the year. The IUCN Permanent UN Observer will engage with relevant colleagues, particularly in the Regions which have SIDS, to provide inputs and action on IUCN's impact targets, particularly those in the Oceans and Climate Programme Areas.

In addition to the above, the High-Level Political Forum will take place in July on the theme **'Reinforcing the 2030 Agenda for Sustainable Development and eradicating poverty in times of multiple crises: The effective delivery of sustainable, resilient and innovative solutions'**. It will conduct in-depth review of SDG 1 (no poverty), SDG 2 (zero hunger), SDG 13 (climate action), SDG 16 (peace, justice and strong institutions), and SDG 17 (partnerships for the Goals). IUCN will engage actively on the negotiations of the Ministerial Declaration and in the meeting itself, provide inputs focusing on contributions to SDG13's implementation and in line with our evolving position on climate change.

Under the broader chemicals, waste and pollution agenda, IUCN will engage in a number of events and processes including those of the INC and the negotiations towards the adoption of a **legally binding treaty to tackle plastic pollution** which will continue in 2024 with the aim of reaching an agreement by the end of the year. Collaboration across different Secretariat Teams and in particular with WCEL will continue in order to profile IUCN's work and advocate for the full inclusion of biodiversity considerations in the plastic pollution treaty. In addition, IUCN will also continue to follow the discussions towards the establishment of a Science Policy Panel on Chemicals, Waste and Pollution prevention (SPP), engage with the Basel, Rotterdam and Stockholm (BRS) Conventions, the Strategic Approach to International Chemicals Management (SAICM), and with the WTO in relation to environmental provisions in Free Trade Agreements, plastic pollution and environmentally sustainable plastics trade.

On the marine front, IUCN will engage in the **2024 UN Ocean Decade Conference** to celebrate the achievements three years after the start of the UN Decade of Ocean Science for Sustainable Development (2021-2030). The event will offer an opportunity to reflect on progress and set a collective vision and joint priorities for the future of the Decade.

In addition, in close collaboration with WCEL, WCPA and CEM, IUCN's engagement towards the ratification of the **Biodiversity Beyond National Jurisdiction (BBNJ) treaty** will lay a sound foundation for the Union's role in BBNJ implementation. To this end, IUCN will develop a programme of work to support countries ratify and prepare for the implementation of the treaty.

Finally, in 2024, Brazil will hold the G20 Presidency and it is expected that IUCN will play a role in supporting the Brazilian government as a technical partner, building on its collaboration with the Indian Presidency under the "Environmental and Climate Sustainability" and "Sustainable Finance" workstreams. IUCN will also explore opportunities to support the Italian G7 Presidency in 2024, including potentially on invasive alien species, Nature Positive Economies, and other emerging priorities.

3. Resolutions Chapter

The World Conservation Congress is the highest decision-making organ of IUCN, and as such, it defines the general policy of IUCN. To this effect, the membership of the Union submits drafts motions, that when adopted, take the form of Resolutions and Recommendations.

During the last Congress in Marseille, IUCN Members adopted a total of **137 Resolutions and Recommendations** covering a wide spectrum of issues of relevance to the governance of the Union as well as to the conservation and sustainable use of natural resources, sustainable development and human wellbeing.

Implementation of the Global Biodiversity Framework

Out of these 137 Resolutions and Recommendations, 22 relate to the GBF, including *IUCN Resolution 116* "*Develop and implement a transformational and effective Post-2020 Global Biodiversity Framework*", providing detailed guidance for IUCN to consider the implementation of Framework. Topics covered include **protected areas and other effective area-based conservation measures (OECMs), restoration, ecological integrity and connectivity, species and ecosystems conservation, strengthening financing, planning and reporting**.[7] In 2024 the mandate provided by these Resolutions will be used to support and enhance delivery of this year's programme of work.

IUCN will offer its conservation tools, knowledge products and best practices to Parties of the CBD and other stakeholders as they navigate the implementation phase; for example WCPA's 30x30 A Guide to Inclusive, Equitable and Effective Implementation of Target 3 of the Kunming-Montreal Global Biodiversity Framework. Through partnerships and alliances[8], IUCN will continue to join forces with its Members and other actors to keep ambition high and enable the rapid implementation of the GBF. IUCN, with the support of Red List Partners and as mandated in Resolution 131, will continue to fundraise for the IUCN Red List of Threatened Species, particularly given its role in underpinning implementation of the GBF and conservation policy and practice more broadly. In line with Resolution 96, IUCN will continue its engagement with the CBD Inter-Agency Liaison Group on Invasive Alien Species, working with the other Members on the delivery of CBD COP decisions on providing guidance and tools to support progress towards GBF Target 6. We will work closely with the SSC Invasive Species Specialist Group (ISSG), building on the recent IPBES assessment on IAS, to provide tools and data, including the application of the IUCN Environmental Impact Classification of Alien Taxa (EICAT), that inform the prioritisation of IAS, pathways of introduction and management efforts.

In line with the GBF Target 3 and the mandate from numerous Marseille Resolutions, for example *Resolution 080 – Recognizing, reporting and supporting other effective area-based conservation measures*, *Resolution 118 – Recognizing and supporting indigenous peoples' and local communities' rights and roles in conservation* and *Resolution 125 – Setting area-based conservation targets based on evidence of what nature and people need to thrive,* IUCN will advocate for strengthening and expanding protected areas and OECMs in the right places and through well-connected systems of

[7] Refer to OVERVIEW OF OUTCOMES FROM THE IUCN WORLD CONSERVATION CONGRESS Contributions to the development and implementation of the Post-2020 Global Biodiversity Framework.

[8] The Nature Positive Initiative, the NBSAP Accelerator Partnership, the NBSAP Forum for example.

protected areas and OECMs while safeguarding areas of importance for biodiversity, natural heritage, climate mitigation and adaptation and recognising the rights and territories of Indigenous peoples and local communities.

An inclusive and rights-based approach to conservation

A number of Marseille Resolutions related to Indigenous peoples and local communities – for example, Resolutions 002, 036, 041,115, 118, 119, 129 and 137, will help shape collaboration between Commissions, Members and Secretariat to advocate for the recognition and respect of Indigenous rights and territories and the important role indigenous peoples play in conservation of nature. Through the new Podong Indigenous Peoples' Initiative[9], IUCN will enhance its collaboration with the IUCN Indigenous Peoples' Organisations Members and the International Indigenous Forum on Biodiversity (IIFB) to support Indigenous peoples' contributions to the conservation of biodiversity and climate solutions through their Indigenous knowledge systems, while ensuring their full and effective leadership and access to adequate resources for the implementation of the GBF, the Paris Agreement and other global goals.

An integrated approach to addressing the Climate and Biodiversity Loss crises

The Marseille Manifesto (the outcome statement from the last World Conservation Congress) highlighted the urgency and importance of integrating approaches to addressing current global crises. This message is now resonating strongly at all levels of decision-making. Drawing from Resolutions 015, 030, 032 and in particular 114 – IUCN will continue to call for limiting global warming to below 1.5°C through sustained reduction of emissions by sources and increase in removals from sinks. IUCN will advocate for elimination of all fossil fuel subsidies as well as the use of coal for energy and reduction of other fossil fuel consumption. The relationship between nature conservation and climate change will continue to feature as one of IUCN's key policy messages, including the impact of climate change on species and ecosystems, the importance of ensuring the energy transition to renewables is nature positive and in advancing NbS for both adaptation and mitigation.

In line with Resolution 060 *Promotion of the IUCN Global Standard for Nature-based Solutions*, IUCN will continue to call on all actors and sectors implementing NbS, whether through market or non-market mechanisms, to adhere to a high-integrity approach in the design, verification and scaling up of such initiatives by applying the IUCN Global Standard for NbS. The implementation of this resolution will be further supported by the roll-out of ENACT - *Enhancing Nature-based Solutions for an Accelerated Climate Transformation*, which IUCN can deploy to amplify and support accelerated implementation of NbS' commitments through documenting, profiling, and promoting promising practices and success stories.

[9] The new initiative envisages four pillars of action: 1) Capacity building, 2) Scaling up work with Indigenous peoples at the territorial level, 3) Empowering Indigenous peoples-led design in the development of direct funding approaches, and 4) Recognising and maintaining Indigenous peoples' leadership in international spaces and platforms.

Putting a focus on Ocean Conservation

Attention on the marine agenda in 2024 will continue to grow with Resolutions 019, 023, 025, 032, 107, 113, 122, and 128 providing a clear mandate and direction for Council, Members, Commissions and Secretariat to accelerate action on Ocean conservation.

Through its active participation in the negotiations towards the agreement of a legally-binding plastic pollution treaty, engagement in the wider international policy processes on pollution, chemicals and waste, and the implementation of various projects, IUCN will continue to address the increasing requests for action to tackle plastic pollution as evidenced in IUCN Resolutions (7.019 - *Stopping the global plastic pollution crisis in marine environments by 2030* and 7.069 - *Eliminate plastic pollution in protected areas, with priority action on single-use plastic products)* as well as action on other international biodiversity goals and targets including Target 7 of the GBF and SDG12.

Fulfilling the mandate received from IUCN Members in Resolution 122 *Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining*, IUCN will continue to call for a moratorium on deep seabed mining, issuing of new exploitation and new exploration contracts, and the adoption of seabed mining regulations for exploitation, by the International Seabed Authority (ISA). Following the adoption of the new High Seas Treaty and in line with Resolution 128 *Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction*, IUCN working through its Commissions, will provide scientific and legal advice to ensure that area-based management tools, especially marine protected areas, are implemented so as to address climate change and the many threats to marine ecosystems, guaranteeing the critical benefits that they provide to people and in a way which is consistent with the Global Biodiversity Framework and its Target 3. IUCN will also call for swift ratification at national level in order to bring the High Seas Treaty into force and offer its continued support to Parties and stakeholders to lay the foundation for a rapid, effective, and equitable implementation. Additionally, IUCN will complete publication of its Situation Analysis on Unselective, Unsustainable, and Unmonitored Fisheries, in response to WCC 2016 Res 021.

Addressing synthetic biology

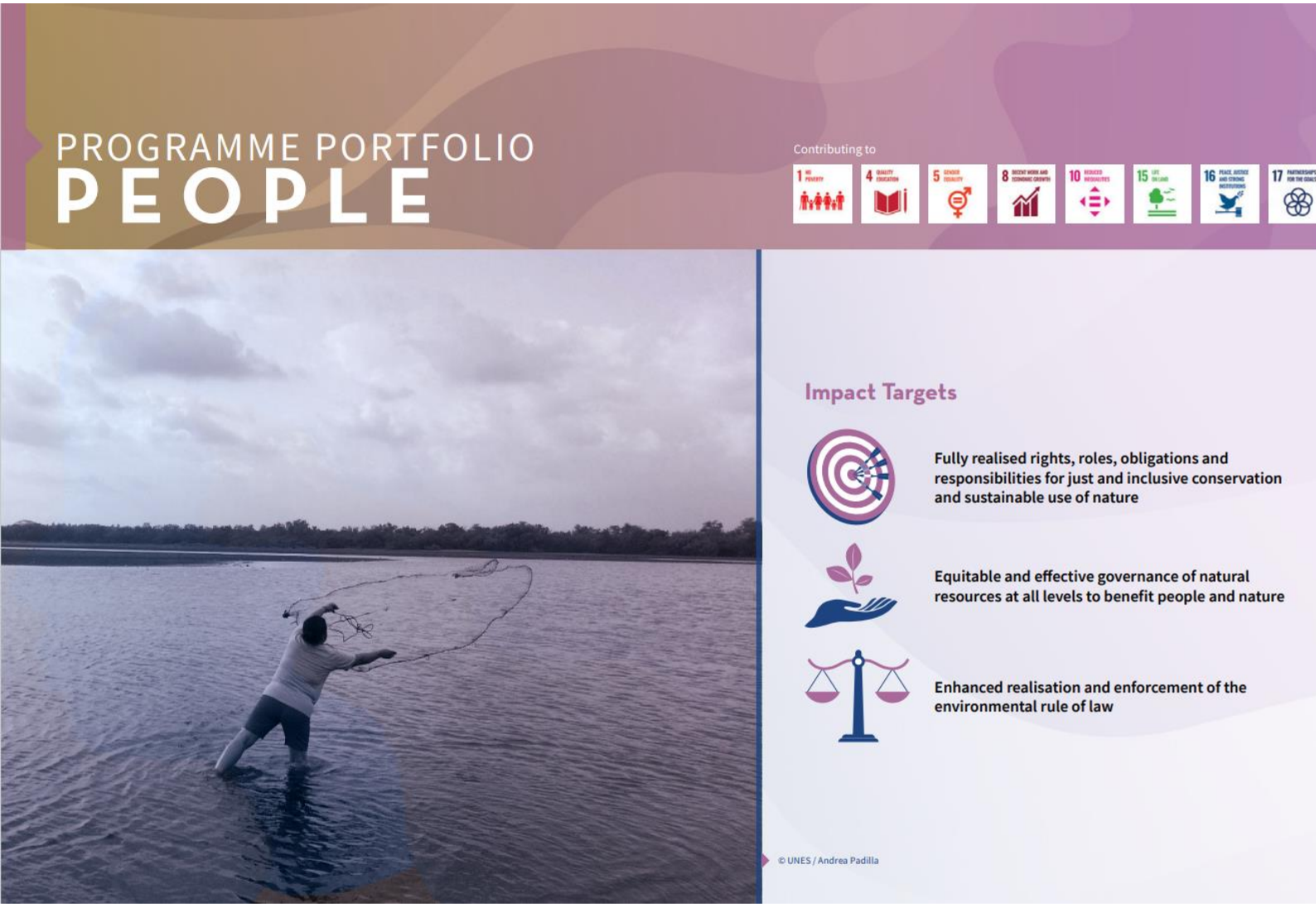
Recent technological advancements in synthetic biology create both significant risks and significant opportunities for nature conservation, as well as challenges in creating coherent policies and regulations to guide its potential applications. In 2024, guided by the IUCN Council, the Union will continue to advance in the implementation of Resolution 123 *Towards development of an IUCN policy on synthetic biology in relation to nature conservation* following a rigorous process to engage its Members and experts in the development of the IUCN policy. The IUCN Secretariat will thus continue to support the process as it advances in the run-up to the World Conservation Congress in the Fall of 2025.

Task Force on Antarctica and the Southern Ocean

In 2024, the Task Force on Antarctica and the Southern Ocean will finalise and promote the revised IUCN Strategy on those issues and support the implementation of this strategy by the whole Union. This work includes ensuring that the elements of the strategy are incorporated in the new Programme of work of IUCN, recognizing that polar conservation is of global importance and that those regions and ecosystems are hugely and irreversibly impacted by climate change.

4. Programme Delivery Chapter

4.1. People



The Nature 2030 programme commits the Union to a people-centered approach to conservation that leverages the agency of individuals and societies to contribute to biodiversity conservation and climate change in ways that enhance recognition, respect, equity, justice and access for all. Since Marseille, IUCN has strengthened its commitment to rights-based approaches, framing its activities with a dedicated focus on Indigenous Peoples, women, environmental defenders, youth and socially marginalised groups. IUCN has also placed greater emphasis on heritage, culture and the environmental rule of law as effective conservation pathways.

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

2024 key deliverables: In 2024, as a key contribution to just and inclusive conservation, the Secretariat will work with Commissions, notably CEESP and WCPA, to **explore and pilot options to establish a trusted mechanism for the recognition, reconciliation and redress of negative legacy impacts from historic exclusionary conservation actions**. In this context, concrete actions to

"unpack" the human rights in conservation (HRC) approach **and strengthen capacities on implementing the rights-based approach** across the Union, will also include knowledge management and capacity building activities, by strengthening our internal network of focal points, including tools and resources for mainstreaming and awareness raising through HRC and Gender basic training. This work will also enable preliminary discussion and consultations to draft of a global standard on human rights in conservation.

Furthermore, building on rights-based principles, IUCN will work **with its Indigenous Peoples member organisations and the International Indigenous Forum on Biodiversity (IIFB) to raise awareness and garner donor support through the "Podong Initiative"**. IUCN will work with the IIFB and IUCN indigenous peoples' member organisations to better understand and interpret provisions in the GBF for recognition of indigenous and traditional territories, and recognising and respecting the rights of indigenous peoples and local communities, including over their traditional territories.

IUCN will also work with IPs to strengthen their agency and advance the enabling of direct access to processes such as the Task Force on Nature-related Financial Disclosures (TNFD) and REGEN 10 platforms. Through the GEF funded Inclusive Conservation Initiative (ICI), the portfolio of IPs-driven projects will start implementation of their Impact Strategies in the project geographies, **showcasing IPs organisations' self-driven efforts to steward land, waters, and natural resources to deliver global environmental benefits.**

IUCN will continue to support global policy and on the ground efforts to advance **gender responsive agendas** for biodiversity and climate action, through the Advancing Gender in the Environment (AGENT) partnership. To this end, prioritised actions for 2024 include strengthening of IUCN's role to implement solutions that address the gender-based violence (GBV) and environment linkages. **Through the Resilient, Inclusive and Sustainable Environments (RISE) grants challenge, we will address the GBV risk by filling critical knowledge gaps, facilitating cooperation and catalysing investment through a growing global portfolio of supported projects**. RISE, as the first-of-its-kind mechanism to address gender-based violence (GBV) in the environmental context, will continue building a new narrative and support action on GBV as a central issue that directly affects conservation efforts globally. **Development of a national assessment on GBV in the environment for Indonesia is a highlight for 2024 action on GBV**. In parallel, IUCN will continue supporting Climate Change Gender Action Plans (ccGAPs), as a means to identify gender-specific opportunities in nationally-determined climate-related priority sectors through participatory, multi-stakeholder process and establishing blueprints for action. In 2024 CC Gaps processes will continue in Ecuador, Guatemala and Rwanda. Actions to influencing global policy gender agenda will continue in 2024 through provision of targeted **technical support to the gender national focal points** and negotiators to advance the implementation and update of the CBD, UNFCCC and UNCCD Gender Action Plans, in collaboration with key partners including UN Women, UNDP, Kaschak Institute among others.

Technical assistance and training for indigenous youth leaders focusing on women and girls for effective participation and engagement in relevant regional and local fora to advance women's rights in the context of global fora is also a highlight towards UNFCCC and CBD COPs in 2024.

2024 will mark the roll out of IUCN's Youth and intergenerational approaches in conservation, including the formation and kick off sessions of **the Youth Advisory Committee[10] (YAC) with young leaders from across the Union**, including IPOs. Building upon our participation in the GEF Assembly in August 2023, IUCN will continue dialogue with the GEF to influence their youth agenda globally and advance co-design of a youth concept note for outreach with potential donors/partners, including the GEF, IFAD among others.

In 2024, IUCN will also further support the Universal Ranger Support Alliance and the implementation of the Rangers for 30x30 framework that aims to improve the working conditions for rangers, professionalize rangers through recognition of competences and professional conduct of rangers.

Supporting activities: Within the Secretariat, over 80 projects are dedicated to this Impact Target, spread across Asia, East and Southern Africa and Meso-America, Mexico and the Caribbean. Global initiatives also include countries from South America, West and Central Africa and Oceania. Thematic entry points include climate change adaptation, water stewardship, species conservation, protected areas and World Heritage site management, forests, grasslands, livelihoods and marine plastics. The focus is also on supporting countries and communities to mobilise action and resources through sub-national and national policy engagement. Furthermore, influencing new global policy arena – seas, human rights, public health, finance for nature and others – are also a priority for the next 4 years. Specifically, in coordination with Secretariat and other relevant Commissions, CEM and CEC will develop scientific papers and educational materials, such as **Eco-anxiety webinars**, on the link between cultural practices, governance, human health and together with the Red List of Ecosystems group, a Human health indicator will be finalised.

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

2024 key deliverables: In 2024, IUCN will further work with Indigenous Peoples, local communities and women to achieve **direct access to financial mechanism**, bringing about more equitable approaches to natural resources. Additionally, IUCN will expand its support of effective decision-making by an enhanced cooperation among sub-national authorities in terms of the protection, restoration of nature in rural and urban spaces, applying IUCN knowledge products such as the Global Standard for NbS and the IUCN Green List.

Supporting activities: With its portfolio work, Secretariat has around 90 projects dedicated to this Impact Target, across 5 regions. Close collaboration with CEESP, the novel Council Human Rights Task Force, the Conservation Initiative on Human Rights (CIHR) Group, the Truth and Reconciliation Working Group and the Center for Society and Governance will take place for the implementation of flagship Resolutions, particularly **Resolution 119** on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth as an overarching framework to address legacy issues globally, with a particular focus in impacts to IPLCs and the most vulnerable persons and groups.

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

[10] Refer to the IUCN Youth Strategy 2022-2030.

2024 key deliverables: Currently, "environmental rule of law" related activities are delivered through transboundary water projects, co-partnering with other institutions judicial training, environmental defenders' rights, representing IUCN at the International Tribunal for the Law of the Sea amongst others. In 2024, the Secretariat will work with WCEL in the development of training manuals for judges on the linkages between climate change and human rights. IUCN will expand the scope of work concerning the rule of law to working with communities and local authorities on the prevention of wildlife trafficking, protection of whistleblowers and environmental defenders and facilitating a "just transition" with respect to addressing climate change, including working with member–led initiatives such as the Nature Crime Alliance. IUCN will reach out to collaborate with those Members that already have established expertise in this field, identifying opportunities to support and add-value to their work.

In the context of the implementation of the "Voices" project (Advancing towards effective conservation and territorial management with a rights-based approach: strengthening indigenous regional cooperation in Latin America), concrete actions to promote and enable access to justice in LAC region will be delivered. This include advocacy for provisions to protect environmental defenders, ensure public access to data and establishment of early warning systems, monitoring mechanisms and reporting frameworks. Concrete action lines in 2024 include systematisation of jurisprudence and emblematic cases in Latin America, regarding the protection of the rights of environmental defenders and a framework document on human rights in conservation and its link with access to justice for environmental defenders, with emphasis on women, IPs and journalists. IUCN will support the implementation of the novel Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, known as the "Escazu Agreement". Integrated science and knowledge to use IUCNs tools to advance IPLCs land rights will be tested, particularly through a process of updating to include new layers of data in the Indigenous Peoples, protected areas and natural ecosystems maps.

Programme Area	Impact Target	Highlights for 2024
PEOPLE	Impact Target 1: Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	- Provide technical support to the gender national focal points and negotiators to advance the implementation and update of the CBD, UNFCCC and UNCCD Gender Action Plans - Address gender-based violence risk through the Resilient, Inclusive and Sustainable Environments (RISE) grants challenge, Support development of Africa IPLC Alliance and platform - Provide tools and mechanisms to Indigenous communities in high biodiversity ecosystems of the Amazon of Peru, Ecuador and Honduras to prevent and reduce threats to their territorial management - Empower and build capacity of organisations, IP Leaders and environmental defenders in Latin America to prevent and address threats to their territorial management with a focus on rights, gender inclusion and environmental justice - In collaboration with IPOs and the International Indigenous Forum on Biodiversity (IIFB), raise awareness and garner donor support through the "Podong Initiative". - Kick off sessions of the Youth Advisory Committee (YAC) with young leaders from across the Union.
	Impact Target 2. Equitable and effective governance of natural resources at all levels to benefit people and nature	- Support efforts of the America the Beautiful for All Coalition (AtB4All) goal of implementing a Justice40 metric to ensure that at least 40% of investments are made in communities of colour and frontline communities that have historically seen little to no investment in conservation and equitable access to nature.

		- Support the operationalisation of the Selva Maya 2030 Strategy, especially in conserving and restoring its cultural heritage - Build gender and social inclusion strategies to address gender disparities and tackling barriers experienced by other vulnerable groups such as the youth in South American countries (SUR) - Support Indigenous Peoples, local communities and women to achieve direct access to financial mechanism. - Support the implementation of IUCN Resolution 119 on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth.
	Impact Target 3. Enhanced realisation and enforcement of the environmental rule of law	- Advance partnerships with UNEP, ADB, SPREP, WCEL and ARIEL to strengthen environment rule of law in Oceania including the establishment of a Regional Dispute Resolution Mechanism. - Work with WCEL in the development of training manuals for judges on the linkages between climate change and human rights. - Working on the prevention of wildlife trafficking, protection of whistleblowers and environmental defenders. - Working with member–led initiatives such as the Nature Crime Alliance

TABLE 1: 2024 PEOPLE IMPACT TARGETS BUDGET ALLOCATIONS

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	8.7	6%
IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	16.1	10%
IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.6	2%
TOTAL PEOPLE	27.4	18%

4.2. Land

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

2024 key deliverables: The Kunming-Montreal Global Biodiversity Framework (GBF) agreed in December 2022 has laid a foundation for accelerated action on the conservation and restoration of areas of particular importance for the conservation of ecosystems and species, through effective area-based conservation. Based on the current project portfolio, this area of work represents the primary contribution that IUCN will make to the implementation of the GBF with a particular focus on Goal A. This will include, in close collaboration with SSC and WCPA, supporting the KBA partnership and the recognition of KBAs in priority regions, mobilising the Global Species Action Plan, supporting the equitable and effective **expansion of networks of protected and conserved areas**, promoting the Green List Standard and certification, where relevant to improve and recognise effective and equitable management and **framing an institutional approach towards biodiversity credits** that is inclusive, equitable and widely consulted among the IUCN membership.

The Connectivity Conservation Specialist Group of the WCPA advances science, policy, and practice to protect ecological connectivity that is key to maintaining the integrity of protected areas, saving biodiversity, and increasing resilience to climate change. In 2024, the specialist group will continue

its work on i) sharing information and technical expertise to communicate the scientific concepts, policy innovations, and proven practices for achieving connectivity conservation; ii) delivering, promoting, and "ground testing" the IUCN 'Guidelines for conserving connectivity through ecological networks and corridors' to facilitate their recognition, delineation, and management; and iii) supporting capacity-building and coordination to share strategies and resources across governments, inter-governmental organizations, NGOs, and other fora to increase the uptake and implementation of connectivity conservation solutions, among others.

Supporting activities: Within the framework of the World Heritage Convention, IUCN will serve as standard- and policy-setter through the statutory monitoring of 476.8 million hectares globally (115 times the size of Switzerland) across 266 sites strictly protected for their natural values. IUCN's standards, guidance and tools will be used to **support progress on biodiversity relevant spatial planning, on ecosystem restoration, on protected and conserved areas, and on species conservation action.** Joint work will continue with the SSC, WCPA and CEM on identifying key biodiversity areas, Red-listing species, conserving threatened species through planning and action, conserving threatened ecosystems and ensuring ecosystem connectivity through the production landscape. IUCN's extensive grant management programmes will continue to invest in IUCN Members and other organisations to implement ecosystem and species conservation on the ground. IUCN will further **harmonise and standardise grant-making programmes** across global and regional thematic programmes, and place further emphasis on capacity development, for both management and implementation of grant funding, as well as knowledge management and learning to capitalise on grant investment programmes. IUCN, working through its Commissions, will **support the new Regional Hubs for Scientific and Technical Cooperation** to be announced by the CBD, and to build on the successful Regional Observatories established in Africa, Caribbean and Pacific regions.

IUCN will mobilise the **Global Species Action Plan (GSAP)** as a guide to achieve species conservation outcomes for the GBF, working with IUCN Members, other governments and stakeholders to embed GSAP-identified actions into National Biodiversity Strategies and Action Plans, and to translate species conservation goals and targets into species recovery programmes for priority species in countries. IUCN is **developing an online knowledge platform for the Global Species Action Plan**, entitled - *the Global Species Action Plan – Species Conservation Knowledge, Information Learning, Leverage and Sharing Online Knowledge Platform* (GSAP SKILLS), to be launched in 2024. GSAP SKILLS will be a one-stop shop to provide technical information, tools and resources on species conservation actions required to achieve the GBF for practitioners, professionals, decision makers, academia and all other stakeholders interested in species conservation.

In addition to supporting national governments to assess and determine conservation priorities, the Secretariat and WCPA will continue to enhance the effectiveness of protected area systems, diagnosing needs through the use of the IUCN Green List Standard, and prioritising capacity development to address weaknesses and gaps in capacity. **The Secretariat and WCPA will continue to roll out the revised governance and management arrangements for the IUCN Green List**, with the appointment and orientation of a new Green List Panel, and ensuring that assurance of Green-Listed sites is improved through the deployment of self-assessment tools, greater capacity among Green List Expert Groups in jurisdictions to undertake verification of site dossiers, and ultimately that validation of sites against the Standard is in accordance with ISEAL Standards. **The Green List Development Plan will be implemented through the expansion of at least 20 new high priority jurisdictions** and the expansion of engaged sites in the process.

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection and management of terrestrial ecosystems, and associated species, that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List.

The GBF emphasises the need for greater inclusivity and involvement of indigenous peoples and local communities in conservation action. IUCN will work with the International Indigenous Forum on Biodiversity (IIFB) and IUCN indigenous peoples' member organisations to better understand and interpret provisions in the GBF for recognition of indigenous and traditional territories, and recognising and respecting the rights of indigenous peoples and local communities, including over their traditional territories. IUCN Secretariat will support the identification, recognition of OECMs by promoting the technical guidance developed through the WCPA and building capacity for the recognition and implementation of OECMs in key geographies. The Secretariat will also **implement the 30X30 campaign together with the High Ambition Coalition** including through resource mobilisation to support ambitious implementation.

IUCN's work on ecosystem restoration is expanding – including the recent addition of shallow reefs, sea grasses and kelp to the IUCN Restoration Intervention Typology (RITTE) – further advancing our ridge to reef engagement on restoration. IUCN will support governments in setting and implementing national restoration targets as part of revised NBSAPs, as we do for updated NDCs and LDN targets. Action on the ground will be further strengthened with the launch of the Forest Landscape Restoration Hub with the Government of Germany, WWF and WRI, and the Forest Action Facility with KfW, the German Development Bank, both involving several IUCN regional offices and many country partners. CEM plays a key role in advancing IUCN's restoration agenda, including via the use of the IUCN Global Ecosystem Typology (GET) and linkages to the Decade on Ecosystem Restoration. A new Restoration Task Force within WCPA will make clear linkages between Targets 2 and 3 of the KM-GBF. **The Restoration Barometer will be further strengthened** as the most advanced monitoring and reporting tool in support of GBF Target 2 via a partnership with the CBD Secretariat and FAO.

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

2024 key deliverables: Since the adoption of the Nature 2030 Programme, IUCN has developed a coherent package of activities on biodiversity conservation in productive landscapes, with a particular focus on sustainable agriculture. This builds on earlier efforts to scale up, promote and expand efforts on ecosystem restoration and improving ecological connectivity. In 2024, IUCN will reach out to and **build new networks of partners, including farmers associations and Ministries of Agriculture**, whose participation and input will be essential for transitions toward more sustainable land management.

Supporting activities: IUCN will mobilise stakeholders and partners to set clear goals for achieving land degradation neutrality, grassland/rangeland conservation and productivity and addressing resilience to drought in drylands.

IUCN will present its vision for the implementation of the GBF (for example Target 10) in production landscapes including through the promotion of more sustainable production systems and **enhanced work with companies and farmers to raise ambition and drive sectoral change**. Common Ground Dialogues will be pursued, with a view to promoting synergies between agriculture and conservation sectors and build cross-sectoral coalitions at Congress 2025. **NbS will be explained and**

disseminated using a sectoral guidance, and their impacts monitored through a Land health monitoring framework – both tools currently being tested in 6 countries. At a practice level, IUCN will apply knowledge products, tools and standards, with the support of IUCN Commissions, including the Global NbS Standard, STAR, the Red List of Ecosystems and Nature-Positive to enable sustainable agriculture and biodiversity, including in soils. Policy messaging will be reinforced at international level on the Biodiversity–Climate–Food Systems nexus, also ensuring the implementation of IUCN Resolution 3 on Sustainable Food Systems along with further work on NbS and agroecology (Resolution 7), natural capital accounting policy (Resolutions 57 and 120), and pesticide use (Resolution 66).

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

2024 key deliverables: Over the past 3 years IUCN has been laying the groundwork for Urban Biodiversity. Starting from a very low programmatic base and supported by both the IUCN Urban Alliance as well as the accession of sub-national jurisdictions as Members, in 2023 IUCN developed a framework (the **Urban Nature Indexes**) intended to support subnational decision-making. Although these activities currently on represent 1% of the overall 2024 budget it is anticipated that this area is now set to expand. In 2024 IUCN will begin to **implement its first at-scale urban initiatives in Peru and Guatemala** and take a key role in the Global Platform for Sustainable Cities.

Supporting activities: IUCN will strengthen and continue to work through the IUCN Urban Alliance to expand universal access to high-quality green spaces and to enhance biodiversity conservation in cities, leveraging IUCN Members (especially sub-national governments and civil society organisations) and expertise of Commissions. More specifically, IUCN will **support cities establishing their GBF-aligned baseline and targets by applying the Urban Nature Indexes**, and ensure that local governments are able to apply these indexes through providing implementation guidance and communication among participating cities. This will reinforce linkages with efforts to promote human health and well-being in cities (engaging with and building on the work of the Health and Well-Being Specialist Group of the WCPA), by linking health in urban settings, with environmental quality indicators, biodiversity conservation and education and awareness-raising among citizens and most importantly, youth. IUCN will work with and build on the extensive experience of the WCPA's Urban Conservation Strategies Specialist Group to develop innovative approaches to manage and deploy green spaces in the built environment, for instance through **facilitating the establishment and recognition of OECMs in cities**.

IUCN will work with CEC, to develop nature-based education and in particular through outdoor learning involving green school grounds, and outdoor learning networks in cities and towns, and mobilising youth networks.

IUCN will also engage with CEM and its urban ecosystem technical group to support cities in scaling-up NbS by developing further guidance for city shapers and partnerships to enhance NbS planning, assessment and monitoring. Sustained growth in the urban project portfolio will allow stronger engagement with cities at global level, thanks for instance to the **Global Platform for Sustainable Cities led by the World Bank under GEF-8 and where IUCN will serve as an expert partner** and will implement GEF-8 national projects in Peru and Guatemala, building on the expertise of some IUCN Members such as FUNDAECO.

As part of its ongoing mandate and partnership to improve the integration of nature into the built environment, IUCN will continue to work with the International Association of Horticultural

Producers (AIPH) to acknowledge cities' efforts, through its advisory role in the World Green City Awards 2024.

Programme Area	Impact Target	Highlights for 2024
LAND	Impact Target 1. Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	- Provide country support for the implementation of the GBF (in particular to the 30 by 30 challenge, including NBSAP revision, financing options, OECMs strategies, etc.) - Working with the International Policy Centre through the NBSAP Forum and national CBD Focal Points to share targeted information on how KBAs can be integrated into NBSAPs to help deliver the GBF. - Ensuring complementarity between ongoing freshwater KBA identification and monitoring and the Ramsar STRP task on a gaps analysis of potential Ramsar sites. As a Ramsar IOP, reflecting KBA-Ramsar complementarity in the Ramsar Fifth Strategic Plan. - KBAs are already embedded in the Contributions for Nature Platform, in providing one of the pathways by which IUCN constituents can enter spatial data (ie by selecting KBAs where they are working). In 2024, plans are under development to add reporting of IUCN Union-wide efforts towards safeguard of KBAs into the Contributions for Nature Visualisation Module. - The new KfW WALD Innovation Facility, under development between IUCN and the German Government, will mobilise support to conservation projects on the ground and in the water in ODA recipient countries, with project location within or adjacent to a KBA being a core criterion for project eligibility. - Promote GSAP as guidance to achieve GBF and NBSAP outcomes - Development and launching of the GSAP Online Knowledge Platform - Expansion of networks of protected and conserved areas - - Improve management effectiveness and mainstreaming of the Green List Standard/certification in protected areas across IUCN regions - GEF 8 Forest-biome regional leadership where IUCN & FAO are co-leads for Indo-Malay, IUCN is single lead for Meso-America - Framing an institutional approach towards biodiversity credits - Support the achievement of the America the Beautiful for All Coalition (AtB4All) goals of conserving at least 30% of land, water, and ocean by 2030 to avoid massive species loss, secure just and equitable access to nature's benefits, and prevent and repair the impacts of the climate crisis for all communities - Continued support to science-based conservation action through initiatives like Save Our Species (the Central Asia Phase 2, the African Wildlife Initiative, etc.), among others. - Advance the application of the Restoration Barometer by better positioning it as a monitoring system (e.g. within the Mesoamerica region and Central and West Africa). - Completion of the global re-assessments of conifers and cycads - In partnership with relevant Commissions, support the new Regional Hubs for Scientific and Technical Cooperation to be announced by the CBD - Roll out guidance on the identification, recognition and support of "other effective area-based conservation measures" to contribute towards the overall goal of 30x30 - Further define and implement the 30X30 campaign together with the High Ambition Coalition
	Impact Target 2. Thriving production landscapes are sustainable, and nature's	- Attract new investors and donors to channel funding through Forest Action Facility and Forest Landscape Restoration Hub

	value and benefits are safeguarded in the long term.	- Deploy NbS of forest, drylands and agricultural ecosystems across IUCN regions (e.g. NbS for restoration and land management in Ethiopia, Tanzania, Mozambique, Kenya and South Africa adopted across 8 landscapes (150 000ha) and supporting up to 50,000 individuals) - Develop coherent strategy on Biodiversity-Climate-Food systems nexus and role of NbS in agriculture as well as plan for portfolio development on sustainable agriculture - Deliver testing in 6 countries of the Agri NbS guidance and the land health monitoring framework. - Build new networks of partners, including farmers associations and Ministries of Agriculture. - NbS will be explained and disseminated using a sectoral guidance, and their impacts monitored through a Land health monitoring framework – both tools currently being tested in 6 countries.
	Impact Target 3. Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	- Continued support to scaling-up ecosystem-based Adaptation measures in rural areas, including through the provision of local planning instruments at provincial and municipal levels - Continued support in guiding European cities with the Urban Index and NbS - Facilitating the establishment and recognition of Urban Protected Areas and Urban OECMs.

TABLE 2: 2024 LAND IMPACT TARGET BUDGET ALLOCATIONS

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	45.5	29%
IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	12.7	8%
IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	1.6	1%
TOTAL LAND	59.7	38%

4.3. Water

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

2024 key deliverables: The 2023 United Nations Water Conference provided the opportunity to reinvigorate IUCN's work on the loss of freshwater species and decline of freshwater ecosystems, including creating opportunities to mobilise new prospects for increasing investment. In 2024, **IUCN will produce a STAR (Species Threat Abatement and Restoration) metric for freshwater (currently STAR is only available for terrestrial taxonomic groups)** which will enable systematic freshwater biodiversity target setting. IUCN will also **launch a Tropical Peatland and Landscape Technical Facility** to help channel public and private investment in the healthy peatlands and it will take a leadership role in helping to support the **launch and implementation of the Freshwater Challenge** – a country driven initiative to bring 300,000 km of rivers and 350 million hectares of wetlands under restoration.

Technical guidance is being developed by the WCPA Commission Specialist Groups to support the protection and restoration of freshwater ecosystems. This work includes among others the revision

and compilation of criteria for effective management, the development of adaptive management and governance guidelines, the promotion of connectivity in freshwater systems, etc.

Supporting activities: As an International Organisation Partner to the Ramsar Convention we will **increase our support to the Convention** through technical advice, support to countries in the management, protection and expansion of sites, and support the Scientific and Technical Review Panel in delivering against their workplan. IUCN, as a core partner to the Freshwater Challenge, will work with Commissions, partners and donors to **mobilise resources and establish a support unit for the Challenge and take forward freshwater outcomes from UNFCCC COP28**.

A Tropical Peat and Landscape Technical Facility will support selected countries to develop knowledge and data, build capacity and identify projects for public and private investment that maintain healthy peatlands, the world's largest natural terrestrial carbon storages. Through our increased private sector engagements, we will support companies develop and roll out biodiversity strategies and frameworks in their roadmaps to good water stewardship to safeguard and restore the ecosystems they rely upon.

In Central America, work on wetland/mangrove restoration in Honduras, Guatemala and El Salvador supports the integrity of coastal ecosystem and improves the connectivity of freshwater ecosystems across five transboundary landscapes. An exciting new project on Mekong fisheries working with the Mekong River Commission and four countries of the Mekong will start in 2024 to specifically **support countries on reducing threats to migratory freshwater fish stocks**.

Following completion of the first global freshwater fish assessment based on the IUCN Red List of Threatened Species data, this new information will be used to support the Freshwater Challenge to restore freshwater habitats. In 2024, there will be a focus on **the production of area habitat maps for comprehensively assessed freshwater species groups and subsequent incorporation of these species into the Species Threat Abatement and Restoration (STAR) metric**. The STAR metric is restricted only to amphibians, birds, and mammals at present, so additions of freshwater species will significantly improve the effectiveness of the metric. In 2024, a three-year project to complete a **comprehensive assessment of all freshwater mollusc species for the IUCN Red List of Threatened Species** will begin. This will expand the IUCN Red List both in terms of coverage and visibility of this group, which are essential for the maintenance of healthy wetland ecosystems. New work in Lake Tanganyika with the Lakes' Management Authority will ensure that KBAs are considered as part of sustainable fisheries co-management plans. KBAs will also be made available to decision makers and the public through the KBA website and Integrated Biodiversity Assessment Tool (IBAT).

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection, and management of freshwater ecosystems and associated species that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List.

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

2024 key deliverables: This is a long-standing and well-established area of work. IUCN will deliver this target in 2024 by working with countries, particularly in Latin America, Africa, Asia and the Middle East, on issues such as transboundary water management, reducing vulnerability to climate change in river basins and underground technologies for flood and drought mitigation.

Supportive activities: Supporting the meaningful participation of women, youth and indigenous and vulnerable populations in the management of water resources is a key aspect of all water activities. Through the transboundary water management portfolio of IUCNs work, and youth and gender activities in the SUSTAIN programme further development and implementation of benefit sharing processes will be incorporated into activities on-the-ground and transboundary water policy development. **In the Andes we will continue supporting '*Women in Defence of Lake Titicaca*', a group of over 50 indigenous leaders, and start a new alliance with '*Women Water-Keepers of the Mayo – Chinchipe Basin*', a newly formed group of nearly 100 women in the across the border of Ecuador and Peru.**

Support for reducing vulnerability to climate change in river basins continues. The "Building livelihood resilience to climate change in the upper basins of Guatemala's highlands, aims at reducing climate change impacts on the hydrologic cycle in selected watersheds through improved land use practices. Similar activities in rural Ecuador, Guatemala and Costa Rica will work to **increase the climate resilience of vulnerable communities and ecosystems through water resource management**. For Guatemala City, IUCN will develop a water security strategy for water supply to the cities' metropolitan areas and associated municipalities and gather new information on the state of groundwater.

In Asia, IUCN is developing a large-scale project with the Critical Ecosystem Partnership Fund (CEPF) in Bangladesh, Cambodia, Lao PDR, Thailand and Viet Nam to **reverse degradation in 10 of the most climate-vulnerable freshwater wetland landscapes in the Indo-Burma region** (830,000 hectares, 700,000 direct beneficiaries, 180 MtCO2eq reduction over 20 years).

An increasing portfolio of multilateral funded work supports the restoration and improved governance of freshwater ecosystems to improve access for people and nature. In the Mekong region, new GEF IW projects will focus on the Ca/Ma transboundary freshwater systems between Vietnam and Lao PDR, alongside the Mekong Delta groundwater project between Vietnam and Cambodia. The Mekong EbA South Project executed by the Thai Department of Water Resources and Vietnamese Biodiversity Conservation Agency will implement innovative, on-the-ground adaptation technologies for flood and drought mitigation and share implementation lessons across the region.

Focused on the Horn of Africa, the CREATES programme (Climate Resilient Eastern African Transboundary and Environmental Sustainability Programme) grows transboundary water management work across the region, focusing on **increasing water security, promoting regional stability, and enhanced resilience through the use of NbS**. Activities will include establishing and/or strengthening transboundary cooperation, creating benefit sharing mechanisms and investing in climate change adaptation and NbS to further socioeconomic development and environmental sustainability.

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

2024 key deliverables: IUCN will expand its work on shared groundwater governance through new partnerships in 2024. It will also improve our institutional experience on conjunctive surface and groundwater management due to increasing pollution concerns, impacts on biodiversity, and the need for improvements in gender and social inclusion as freshwater ecosystems becoming increasingly threatened and competed over.

Supporting activities: IUCN is a core partner in the newly formed Transboundary Water Cooperation Coalition hosted by the UN Economic Commission for Europe (UNECE). This role, combined with IUCNs expanding portfolio of transboundary water management work, will help **accelerate support to States Members to achieve goals under SDG indicator 6.5.2**. The Transboundary programme BRIDGE plays a pivotal role in the negotiation of the bilateral agreement for nine transboundary basins between Ecuador and Perú. In 2024, IUCN will push for the adoption of the river basin organisation's statute and rules of procedure to initiate local river basin committees. IUCN will further support Mozambique and Zimbabwe in the implementation of the BuPuSa and Save river basin agreements supported and facilitated by the BRIDGE project. In 2024, IUCN will **work in over 20 river and lake basins worldwide to encourage peaceful cooperation for sustainable management of freshwater ecosystems and to prevent conflict over water resources**. IUCN will showcase its work on water governance at the 10th World Water Forum in Bali in May and **will write on water and conflict for the 2024 World Water Development Report**.

In the Simsang basin, a sub-basin of Meghna basin shared by Bangladesh and India, IUCN will work with the Institute of Economic Growth (Delhi) and East-West University (Dhaka) for an economic analysis of ecosystem services as the foundation for the business case for the cooperative management of shared natural resources. This will form the basis for multi-stakeholder water dialogues and investment decisions using ecosystem-based decision making. IUCN will execute the Implementation of the Strategic Action Programmes and the National Strategic Action Plans for Integrated Water Resources Management in the Puyango-Tumbes, Catamayo-Chira and Zarumilla Transboundary Aquifers and River Basins in South America.

With growing work on water governance, building climate resilience, and working in fragile countries and environments to safeguard freshwater ecosystems for social needs and to protect the foundational ecosystems themselves, the importance of good governance, NbS, restoring freshwater systems, and mobilising financial resources will continue to drive 2024 growth and programme planning. NbS and disaster risk reduction and planning will be an area requiring additional capacity from IUCN through 2024.

Programme Area	Impact Target	Planning highlights for 2024
WATER	Impact Target 1. The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	- Expand grants portfolio for freshwater species and freshwater ecosystem protection - Support positioning of the 2 regional Ramsar Centres of East Africa and Southern Africa - Launch of the first global freshwater mollusc assessment for the IUCN Red List of Threatened Species to fill an information gap and raise profile of invertebrate and freshwater biodiversity - Produce a STAR (Species Threat Abatement and Restoration) metric for freshwater (currently STAR is only available for terrestrial taxonomic groups) which will enable systematic freshwater biodiversity target setting. - Launch a Tropical Peatland and Landscape Technical Facility to help channel public and private investment in healthy peatlands. - Launch and implementation of the Freshwater Challenge
	Impact Target 2. Equitable access to water resources and all associated ecosystem services are secured.	- Restoration of degraded catchments, scaling up catchment and micro catchment plans and implementation of knowledge management systems for Integrated Water Resource Management in 5 key transboundary water basins and wetland systems

		- Support 'Women in Defence of Lake Titicaca', a group of over 50 indigenous leaders, and start a new alliance with 'Women Water-Keepers of the Mayo – Chinchipe Basin', a newly formed group of nearly 100 women in the across the border of Ecuador and Peru. - Reverse degradation in 10 of the most climate-vulnerable freshwater wetland landscapes in the Indo-Burma region (830,000 hectares, 700,000 direct beneficiaries, 180 MtCO2eq reduction over 20 years)
	Impact Target 3. Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	- Provision of policy advice, technical assistance and access to climate financing to West Asian countries highly susceptible to the effects of climate change, particularly in terms of water resources, biodiversity, and health. - Work in over 20 river and lake basins worldwide to encourage peaceful cooperation for sustainable management of freshwater ecosystems, preventing conflict over water resources - Write on water and conflict for the 2024 World Water Development Report

TABLE 3: 2024 WATER IMPACT TARGETS BUDGET ALLOCATIONS

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.2	2%
IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	5.4	3%
IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	5.7	4%
TOTAL WATER	14.3	9%

4.4. Ocean

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

2024 key deliverables: Ocean and coastal systems which make up 70% of the earth surface has been invigorated by the recent decisions taken under the Kunming-Montreal Global Biodiversity Framework. Historic focus on conservation of marine ecosystems has lagged their terrestrial counterparts both in terms of the generation of conservation science and assessments as well as the effective delivery of conservation action. The representation of effectively conserved marine and coastal areas lags that of its terrestrial systems and will require substantive effort to achieve the target of 30%. In 2024, IUCN will have a strong focus on advancing the improvement of coverage of high priority marine ecosystems as protected areas and OECMs. IUCN **will build on the work of specialist groups and task forces of the IUCN Commissions and address this shortfall with the Red List assessment of the conservation status of marine fish species** and, through the Red List of Ecosystems work on the assessment of other functional coastal ecosystems (having completed

mangroves in 2023). It will also pursue the implementation of global ocean conservation commitments including the **Ocean Breakthrough**[11].

Supporting activities: IUCN will support the effective and improved management of protected areas, building on the Green List for Mediterranean Marine Protected Areas that strengthen management quality and equitable governance; this will serve as a learning for global uptake.

Through collaborative initiatives with IUCN Members, WWF and Wetland International, projects such as Save our Mangroves Now **Phase 3 will serve as a mechanism to accelerate mangrove ecosystem conservation and restoration**. Upscaling national and local policies and initiatives that support mangrove restoration and conservation, capacity building and identification of additional financing will be key elements to deliver enhanced ecosystem integrity. Similar actions as demonstrated by the Regional Coastal Biodiversity Project in Central America, will work in coastal landscapes to address the key drivers of ecosystem decline and promote improved livelihoods through climate-smart bio commerce activities that reduce threats to biodiversity, promoting sustainable and climate-smart land use practices and by increasing education and scientific capacity for evidence-based biodiversity conservation.

To support on-ground action that addresses target 1, programmes such as BESTLIFE2030 will contribute their specialised expertise in grant management, project implementation, and capacity development in the Outermost Regions (ORs) and Overseas Countries and Territories (OCTs). Such action will foster practical capacity building that generate tangible impact in the field of biodiversity conservation across European Overseas Territories, supported by a financing facility to ensure impact on the ground.

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection and management of marine ecosystems, and associated species that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List. For example, further to IUCN's advice, the UNESCO World Heritage Committee enlarged marine World Heritage areas by almost 100 million hectares in the Indian Ocean in 2023, as a major commitment to the highest level of international protection for marine biodiversity.

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

2024 key deliverables: Ensuring marine resource use that benefit the livelihoods of coastal peoples and the economies they depend on are addressed across three broad intervention areas. The foundation of such action is in good coastal management practices that demonstrate livelihood benefits; the implementation and promotion of tools for integrated resource management and; ensuring financial mechanisms that enable improved livelihoods and benefits are mainstreamed. In 2024, IUCN will begin **to operationalise the Great Blue Wall initiative in the Western Indian Ocean**, which has been under development since its launch in Marseille, and identify other regional opportunities where this type of large-scale ambition can be taken to scale.

Supporting activities: On ground action, such as the Conserving Coastal Ecosystems in Honduras, works to improve the management of coastal resources to protect biodiversity, promote climate

[11] Refer to the Ocean Breakthroughs Initiative.

change adaptation and mitigation, and generate economic opportunities and resilience for local communities in an integrated manner. Working at a landscape level – that includes coastal municipalities, the management, administration and governance of 150,000 hectares of coastal wetlands – **economic opportunities for people, especially youth, women and Indigenous communities will be delivered**. The learning from such actions will help inform IUCN interventions and also provide an opportunity to engage with other regional initiatives such as those planned under the Great Blue Wall in the Western Indian Ocean, that take a seascape approach. For the sustainability of such actions, sound planning processes at spatial scales need to be in place. Land use plans, coastal zone management plans and marine spatial plans are a foundation for such action. IUCN will promote initiatives such as the planned GEF programme for Marine Spatial Planning (MSP) in the Gulf of Guinea that **will establish a regional MSP to enhance cooperation and support partnerships for financing through payment of ecosystem services**.

To compliment such actions and promote financing, IUCN will continue to provide opportunities through projects such as the Blue Natural Capital Financing Facility (BNCFF), which is designed to support NbS financing in and around marine and coastal environment to help strengthen specific projects that combine bankability and positive environmental and social impacts. In doing so, projects such as BNCFF help **jumpstart viable business models that have quantifiable conservation, climate and ecosystem benefits with advice and funding**. Similarly, the IUCN-managed **Blue Carbon Accelerator Fund will help establish projects to secure progress on blue carbon, coastal conservation and ocean accounting activities globally**. Such readiness support will enable project recipients to access next phase investment by the private sector. Projects will need to demonstrate their blue carbon generation potential and the ability to monetise the blue carbon, with positive habitat conservation and/or restoration value across ecosystem services, as well as opportunities for developing additional income streams for local communities and livelihoods. Such actions will be part of IUCN engagement in the Blue Economy. Through projects such as the Western Indian Ocean Coastal and Ocean Resilience, marine and coastal socio-ecological resilience will be enhanced in parallel with biodiversity conservation to unlock a sustainable, inclusive and resilient blue economy in the West Indian Ocean region as part of the Great Blue Wall. IUCN will also continue to engage in the global dialogues to promote the mainstreaming of the concepts of resilient blue economy.

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

2024 key deliverables: Having helped shape and support the establishment of the BBNJ treaty, the Secretariat and WCEL will work with its State Members and other parties to help ratify and bring into effect the treaty as soon as possible. In addition, IUCN will support the development and negotiations of an international legally-binding instrument on plastic pollution, i.e. the UN Plastic Treaty.

Supporting activities: A key step to building ocean conservation action will require additional communication and advocacy on the ocean climate connection. Accelerating the uptake of knowledge and options to integrate the relevance of complex biogeochemical functions of the ocean into the global agenda are a necessity.

IUCN engagement in this sphere crosses many facets of work. The work of IUCN in large spatial scales, such as in the Bay of Bengal Large Marine Ecosystem (BOBLME)[12], will contribute to a system-level approach to sustainable management of fisheries, marine living resources and their habitats. Also, actions that promote sustainable management of fisheries, restoration and conservation of critical marine habitats and conservation of biodiversity and management of coastal and marine pollution to improve ecosystem health demonstrate taking a broad collective approach across multiple jurisdictions. Through large initiatives such as the Great Blue Wall initiative and the Bay of Bengal Large Marine Ecosystem, IUCN and its Members will support the **establishment of a network of sustainable, resilient, and inclusive seascapes to reduce the vulnerability of coastal communities to adverse impacts of climate change in the West Indian Ocean region to achieve equitable NbS with biodiversity co-benefits for climate adaptation**.

Engaging in the policy agenda for oceans and the key drivers that affect ocean health are core area for intervention. Marine areas beyond national jurisdiction represent nearly half of the planet's surface, 64% of the global ocean surface, and 95% of the Earth's total habitat by volume. The open access nature of the high seas means that its jurisdiction and management are governed by a patchwork of agreements. The **Biodiversity Beyond National Jurisdiction (BBNJ) treaty** is the third implementing agreement of the UN Convention of the Law of the Sea, addressing the biodiversity conservation aspects, complementing the existing one on seabed mining provision and the fish stock agreement. IUCN's engagement towards the adoption of the treaty was in collaboration with the WCEL, WCPA and CEM. This collaboration lays a sound foundation for IUCN to play an important role in BBNJ implementation. To this end, IUCN working together with Commissions and Members as relevant, will continue to develop a programme of work to support countries ratify and prepare for the implementation of the treaty. Planned actions include **supporting national situational assessments with respect to the conservation and sustainable use of BBNJ** and potential impact and an inventory of repositories and databases; and **assessment of national research capacities associated with marine genetic resources in the ABNJ**; and **conduct national legal and policy gap assessments**. IUCN, working through its commissions can provide technical advice on the creation of new MPAs in the High Seas. Additionally, in collaboration with partners, IUCN will also continue to assess the opportunity to use new technologies to support monitoring and assessment of the future BBNJ Treaty implementation (AI2 and IUCN partnership).

Future threats to the ocean and coasts are also driven by land-based sources. To this end, IUCN has been addressing the impact on plastic and pollution, through its engagement in the Internationally legally binding instrument on plastic pollution at the national and global level. Through projects such as Afripac, the Secretariat in collaboration with WCEL supports West African countries engage and build capacity for the negotiation process. In addition, IUCN will continue to promote the need to address the triple planetary crisis in such negotiations and highlight the importance of including biodiversity considerations into the text of the negotiations. To complement such support, IUCN continues to develop partnerships such as Catalysing action for effective Plastic Circularity Solutions through partnerships and learning. By doing so, such programmes aim to reduce and prevent the release of plastic pollution into the environment, by catalysing solutions, innovation, and

[12] One of the largest LMEs covering 6.2 million km^2 with depths ranging between 2 000 and over 4 000m

investments, and that can maximize circularity by bridging government and SME-stakeholder action businesses.

IUCN will serve as an important **knowledge facilitator to create dialogues on new and emerging solutions affecting oceans**. A key topic will be oceans' biogeochemical function, particularly related to the carbon cycle. Recognising that new and emerging practices on ocean carbon storage through geochemical engineering can have a profound effect on the ocean climate nexus, IUCN will facilitate dialogue on these issues at the various multilateral environmental agreements.

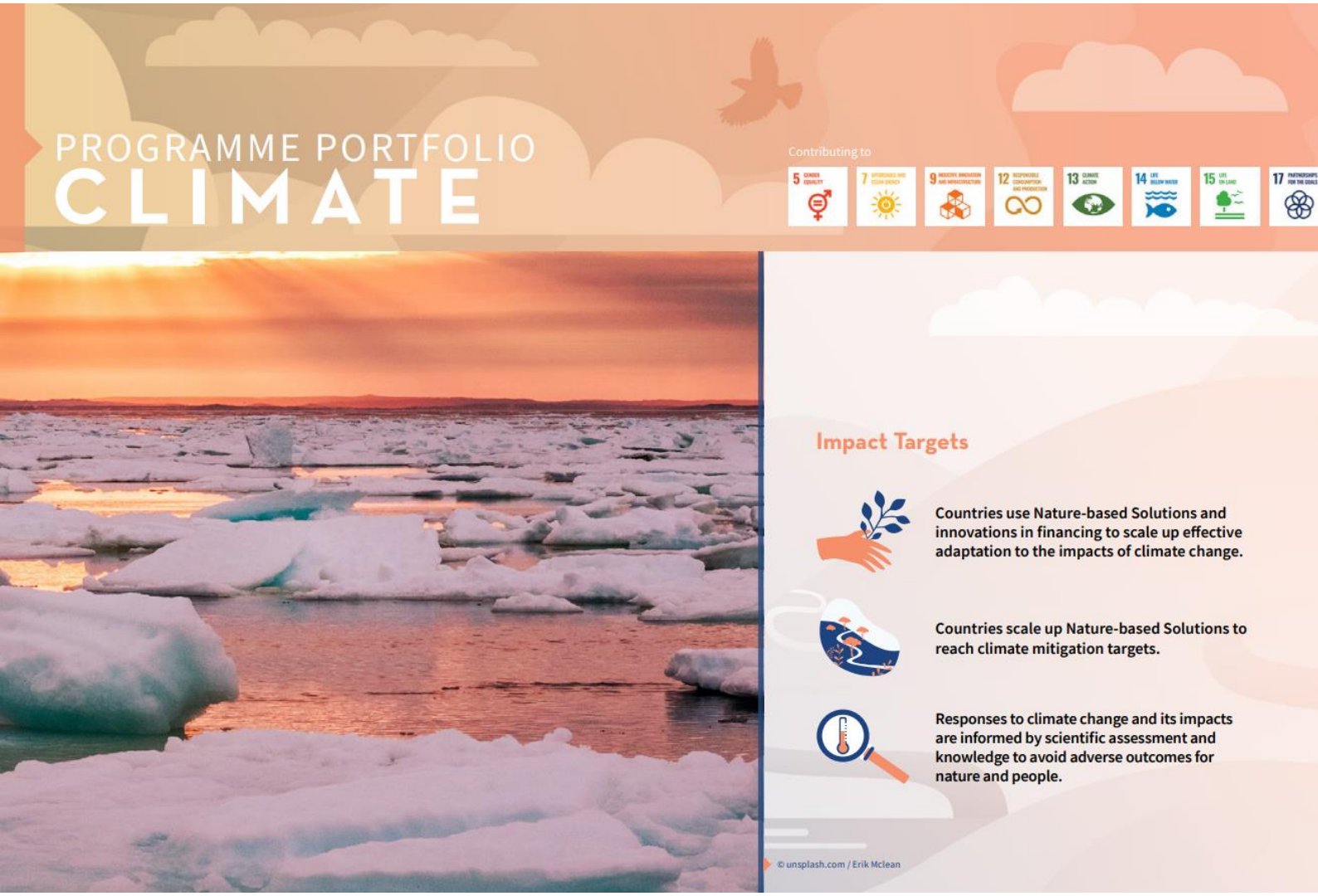
Programme Area	Impact Target	Highlights for 2024
OCEANS	Impact Target 1. The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	- Support the creation of protected areas and OECMs to meet the 30 by 30 GBF target. This includes supporting the designation of high seas MPAs under BBNJ and good governance through the deployment of the Green List Standard in selected Blue Natural Capital Financing Facility (BNCFF) interventions - Continued support to galvanize global action on plastic pollution by supporting Global Plastic Treaty negotiations and increasing the number and scope of initiatives to make the full lifecycle of plastic more sustainable, starting with efforts to change the design and use of plastic products. - Delivery of the first global ecosystems assessment on Mangroves - Support the implementation of marine and coastal spatial planning and monitoring capabilities such as the Marine and Coastal Zone Monitoring Information System in East and Central Africa and the Integrated Oceans Management spatial planning in Oceania. - Address this shortfall with the Red List assessment of the conservation status of marine fish species. - Support implementation of the Ocean Breakthrough Initiative
	Impact Target 2. Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	- Promote principles and mobilise action on the Blue Regenerative Economy agenda through initiatives like Blue Natural Capital Financing Facility - Improved mangrove/coral/sea grass systems management in 20,000 HA and livelihoods diversification for 15,000 individuals - Operationalisation of the Great Blue Wall initiative in the Western Indian Ocean - Establishment of a regional MSP to enhance cooperation and support partnerships for financing through payment of ecosystem services - Jumpstart viable business models that have quantifiable conservation, climate and ecosystem benefits with advice. - Blue Carbon Accelerator Fund will help establish projects to secure progress on blue carbon, coastal conservation and ocean accounting activities globally
	Impact Target 3. Ocean and coastal processes are maintained as a key foundation for planetary stability.	- Provide capacity development for the ratification and early implementation of the BBNJ. - Following-up on IMPAC5 recommendations that are being identified and enacted, IUCN working in partnership with WCPA and other Commissions to start the preparation of IMPAC6 - Establishment of a network of sustainable, resilient, and inclusive seascapes (that include effective PAs and OECMs) to reduce the vulnerability of coastal communities to adverse impacts of climate change in the West Indian Ocean region to achieve equitable NbS with biodiversity co-benefits for climate adaptation. - Support national situational assessments with respect to the conservation and sustainable use of BBNJ

		- Assessment of national research capacities associated with marine genetic resources in the ABNJ and national legal and policy gap assessments. - Serve as a knowledge facilitator to create dialogues on new and emerging solutions affecting oceans

TABLE 4: 2024 OCEAN IMPACT TARGETS BUDGET ALLOCATIONS

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.7	3%
IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	8.5	6%
IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	5.9	4%
TOTAL OCEAN	19.1	12%

4.5. Climate



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

2024 key deliverables: Mainstreaming and scaling up NbS for climate adaptation and resilience will be a priority in 2024 through a growing portfolio of project. Overall, IUCN will seek to ensure that NbS for climate change is underpinned by high integrity actions in accordance with the IUCN Global Standard for NbS. This will include ensuring that there is broader **recognition of the IUCN standard, especially when NbS is considered at UNEA 6**. The Secretariat, working closely with CEM, will **establish and pilot a framework for credibly and systematically providing voluntary assurance of the integrity of NbS intervention according to the NbS Standard**.

Supporting activities: These include spearheading guidance, best practice and technical support on NbS for adaptation at the service of national, regional and global initiatives, precipitating additional financial resources for implementation through NAbSA (new), Global EbA Fund, Regenerative Seascapes in the West Indian Ocean (new) and Community-based Adaptation at Scale in Southern Africa (new), as well as catalysing recognition of and support for NbS for Adaptation globally by

leveraging the convening power of Friends of EbA network and ENACT (Enhancing NbS for an accelerated climate transformation).

IUCN has also been working with Global Affairs Canada to incorporate NbS into its funding in Sub Sahara Africa with the objective of ensuring integration of biodiversity into climate adaptation into all stages of the project cycle; from climate vulnerability assessment to field interventions and M&E. This will ensure that implemented measures don't have any negative impact on local biodiversity and communities.

IUCN will continue supporting countries to incorporate EbA into NBSAPs and NDCs design and implementation; contributing to global policy dialogues and creating knowledge through FEBA and ENACT-lead multi-stakeholder working groups; implement global courses on NbS for Climate, tailored to different geographies and ecosystems; and support the application and elaboration of NbS Standard in the context of climate change adaptation.

Implementing this impact target is only possible in collaboration with all IUCN constituents. **Seventy-three members across all IUCN commissions will join a technical expert group of the Global EbA Fund to provide needs-based expertise for the Fund's projects as well as strategic advice.**

Impact target 2: *Countries scale up Nature-based Solutions to reach climate mitigation targets*

2024 key deliverables: While voluntary carbon markets remain uncertain and, in some quarters controversial, the climate imperative of ensuring protected, well managed and restored ecosystem as a contribution to urgently needed mitigation action is clear. IUCN will work to support the **inclusion of natural and managed ecosystems into enhanced Nationally Determined Contributions,** including building more systmatic linkages with protected areas networks and reinforcing the opportunites that this offers in addressing both the KMGBF and the Paris Agreement**.** In particular, IUCN will provide support and guidance on innovative options to optimise conservation and social outcomes through nature-based mitigation interventions while more broadly building momentum for nature-based climate action through the ENACT partnership.

Supporting activities: The use of NbS in this context is linked with IUCN priorities to ensure nature positive results, high integrity and quality of NbS that promotes mitigation outcomes and advocate against greenwashing. IUCN works towards implementation of this impact target by supporting transparent reporting of NbS' mitigation outcomes through the Contributions for Nature Platform. Plans for 2024 include a deeper integration of carbon storage data, accounting for additionality, and carbon sequestration data.

Implementation of NbS for mitigation will continue to be promoted in 2024 under ENACT as a global initiative is promoting up to 2.4 billion hectares of healthy natural ecosystems, to be secured by 2030. An example of regional implementation of mitigation outcomes is the ORMACC region through the GCF/KOICA-funded "Resilient Highlands" Project in Guatemala, the regional KfW-funded "Linking the Central American Landscape" programme, as well as a GEF-funded project on sustainable land management in St. Kitts and Nevis.

Blended financial resources mobilised by the Subnational Climate Fund (SCF) for regenerative agriculture and NbS projects are designed to generate mitigation outcomes with the highest environmental and social quality (C.2.1.3). The Secretariat will develop NbS guideline to understand projects' NbS potential and strengthen IUCN's Technical Assistance role appropriately.

Furthermore, the Nature+ Accelerator Fund, where IUCN is the TA facility, aims to support NbS to mitigate and adapt to climate change whilst delivering positive impacts both on biodiversity and the wellbeing of local communities. IUCN will continue aiding early stage/ seed projects. IUCN is also building on Mirova's KPIs to ensure alignment with SEEA (System of Environmental Economic Accounting).

Regarding creating knowledge and building capacity on NbS for mitigation, the Secretariat, partnering with Commissions (WCEL, CEM, CCC) and Members, will launch the report "NbS for corporate net zero targets" at UNFCCC COP28, which is the first milestone of a series of activities to be rolled out in 2024 to convey key messages to stakeholders. CEM will continue the work on carbon markets and biodiversity, including documenting NbS case studies on biodiversity and climate change in Latin America, mainly focused on the links between NBSAP and NDC. Moreover, in 2024 a new policy workstream connecting the biodiversity and climate change agendas and global targets through NbS will be rolled out under FEbA with the participation of the CBD Secretariat.

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

2024 key deliverables: IUCN will work with key players and regulators in the renewable energy sector to **create a coalition committed to ensuring that nature positive goals are an integral part of the upscaling of renewable permitting and installation**. This will be combined with foundational work that will enable IUCN to position itself more centrally within the processes and debates concerning the "just transition".

Supporting activities:

The Secretariat is leading work to ensure that the accelerated transition towards a low carbon future does not have unintended consequences on nature and people. The focus will be on supporting the speed up deployment of wind, solar and electricity grids while protecting and restoring nature. This will be achieved by developing guidance and training materials, providing capacity sessions, and supporting robust and transparent monitoring and reporting for both operators and regulators. Reporting tools will be developed in partnership with Members and renewable energy sector platform organisations, such as International Renewable Energy Agency (IRENA), the Renewable Grid Initiative and REN 21.

IUCN will **convene a sustainable renewable energy coalition for action on ensuring that the rollout of renewable energy contributes towards nature-positive goals** – this platform will include regulators, operators and investors in the renewable energy sector.

In addition, IUCN will carry out regional workshops to identify opportunities and challenges of a just transition and on the role of nature. These workshops will be the way to establish "Just Transition Hubs" which will provide support and guidance on the development and implementation of projects to integrate nature conservation and restoration into the climate mitigation, adaptation, and livelihood goals.

Programme Area	Impact Target	Highlights for 2024
	Impact Target 1. Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.	- Continued support to mobilise investments in conservation through the use of replicable investment models that incorporate innovative blended (grant and non-grant) finance like the Coalition for Private Investment in Conservation (CPIC) Finance

CLIMATE		Initiative and the Kiwa Grants to organisations in the Pacific to promote NbS for climate adaptation. - Work towards broader recognition of the IUCN NbS standard, especially at UNEA 6. - Establish and pilot a framework for credibly and systematically providing voluntary assurance of the integrity of NbS intervention according to the NbS Standard. - Seventy-three members across all IUCN commissions will join a technical expert group of the Global EbA Fund to provide needs-based expertise for the Fund's projects as well as strategic advice.
	Impact target 2. Countries scale up Nature-based Solutions to reach climate mitigation targets.	- Support the protection of high carbon value ecosystems and inclusion of natural and managed ecosystems into enhanced Nationally Determined Contributions - Promotion of sustainable renewables and grid, supporting regulators and companies to adopt and incorporate nature positive outcomes in new installations. - Develop global courses on NbS for Climate (tailored to different geographies and ecosystems) - Develop IUCN guidance documents on spatial planning and cumulative impacts for renewables
	Impact target 3. Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	- Develop IUCN institutional approach to the Just Transition that incorporates biodiversity and conservation - Create a coalition committed to ensuring that nature positive goals are an integral part of the upscaling of renewable permitting and installation. - Convene a sustainable renewable energy coalition for action on ensuring that the rollout of renewable energy contributes towards nature-positive goals

TABLE 5: 2024 CLIMATE IMPACT TARGETS BUDGET ALLOCATIONS

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	17.7	11%
IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	3.1	2%
IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	6.6	4%
TOTAL CLIMATE	27.4	18%

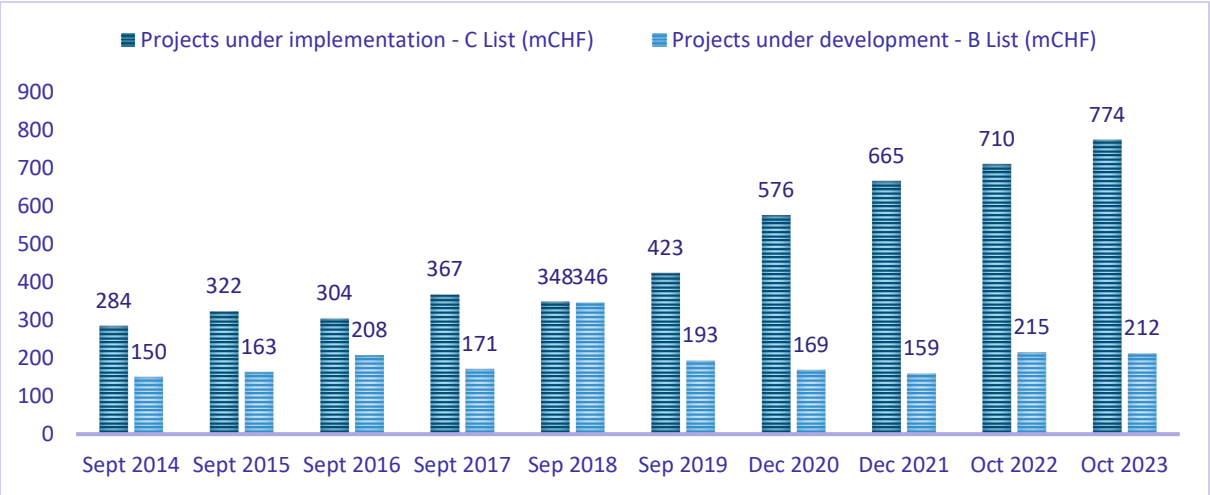
5. State of the Programme Portfolio

5.1. Overview

In 2024, the Institutional Performance Management and Evaluation Unit (IPME) will deploy a new version of the Programme and Project Portal to strengthen IUCN performance and assurance storytelling. This work includes a results planning and monitoring module building on both custom and standard results and indicators, as well as a risk management module. These increments are happening in the context of other enhancements related to finance, procurement, grant management, etc. All contribute to increasing IUCN's performance and assurance management capacity at all levels to maintain our relevance, efficiency, effectiveness, sustainability and impact.

In 2024, the value of the project portfolio will continue its upward trend like previous years increasing from CHF 925m to CHF 986m (see Figure 3: Project portfolio value below). This portfolio of projects is comprised of both projects under implementation (C list) and those part of a strong pipeline of projects that will soon become part of IUCN's portfolio (B list)[13]. The portfolio of project under implementation represents a total of 310 projects for a total value of CHF 774m. The 2024 pipeline of projects includes 107 projects for a total value of CHF 212m.

FIGURE 3: PROJECT PORTFOLIO VALUE



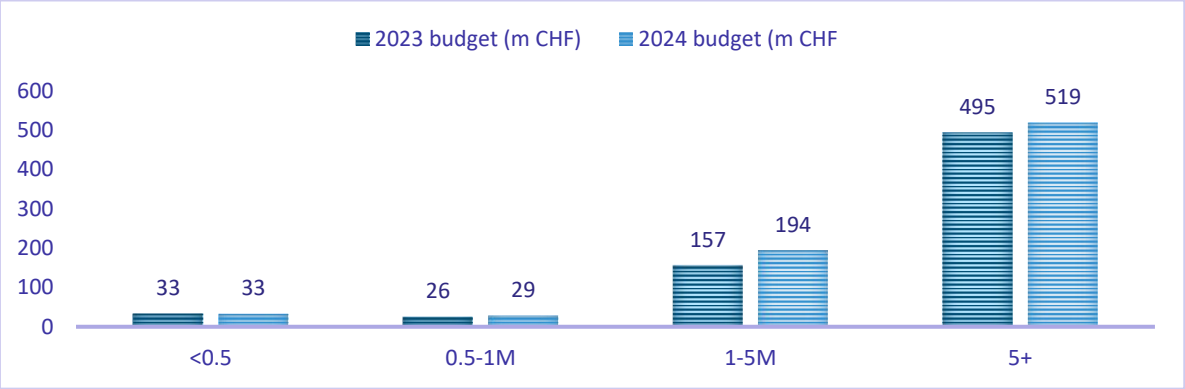
[13] The B List refers to all contracts that are under negotiation with donors (or ''proposal'' status per IUCN's Project Guidelines and Standards). The C List refers to contracts that are under implementation (or ''contract'' status per IUCN's Project Guidelines and Standards).

TABLE 6: BASIC PORTFOLIO INFORMATION FOR PROJECTS UNDER IMPLEMENTATION AND PROJECTS IN THE PIPELINE (C AND B LIST PROJECTS) 2023-2024[14]

	Under implementation[15]		Pipeline[16]	
	2023	2024	2023	2024
Number of projects	275	310	122	107
Average duration (yrs)	4.37	4.52	3.60	3.39
Median duration (yrs)	3.92	4.00	3.92	3.00
Average project value (mCHF)	1.82	2.54	0.55	2.00
Median project value (mCHF)	0.30	0.39	0.30	0.31
Portfolio value (mCHF)	710	774	215	212

As presented in Figure 4: Portfolio value per project size in 2023 and 2024 for project under implementation (C List in mCHF) below, the value of projects under CHF 1m have remained stable (from CHF 59m to 62m) while the overall value for projects over CHF 1m continue to increase for 2024 (from CHF 652m to 713m).

FIGURE 4: PORTFOLIO VALUE PER PROJECT SIZE IN 2023 AND 2024 FOR PROJECT UNDER IMPLEMENTATION (C LIST IN MCHF)



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (see Table 7: 2024 Budget by location for C List and B List factored-in projects). Of the 2024 budget, two thirds (66.4%) are allocated at the national level, while 21.2% and 12.3% are allocated at the global and regional level respectively.

TABLE 7: 2024 BUDGET BY LOCATION FOR C LIST AND B LIST FACTORED-IN PROJECTS

Level	2024 Factored contract amount (mCHF)	%
National	101	66.4%
Regional	19	12.3%
Global	32	21.2%
TOTAL	**152**	**100%**

[14] The average and median for the duration and project value is calculated based on project main components, excluding internal agreements.

[15] Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

[16] Based on annual budget data for B List projects, only restricted funding.

5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 30% of the funding. A large majority (90%) of the 2024 portfolio is therefore funded by Multilateral and Government donors with high accountability requirements, which calls for maintaining a good performance on the Programme, while continuing the strengthening of the organisation globally.

TABLE 8: PORTFOLIO VALUE AND SHARE FOR PROJECTS UNDER IMPLEMENTATION (C LIST) 2023-2024

Donor type	Sum of Total Contract Amount 2023 Budget (mCHF)	%	Sum of Total Contract Amount 2024 Budget (mCHF)	%
Multilateral Organisations	429	60%	468	60%
Governments	233	33%	235	30%
Foundations	22	3%	39	5%
Private	12	2%	14	2%
International NGOs	11	2%	12	2%
National NGOs	2.8	0%	4	1%
Academic	0.1	0%	3	0%
Total	**710**	**100%**	**774**	**100%**

In 2024, two thirds (66%) of the funding supporting projects under implementation come from the top 10 donors presented in the table below. The top three are multilateral donors (the Global Environment Facility (GEF), the Green Climate Fund (GCF), and the European Commission (EC)) which together fund 41% of the total budget for 2024 (projects under implementation only).

TABLE 9: TOP 2024 DONORS – PROJECT UNDER IMPLEMENTATION

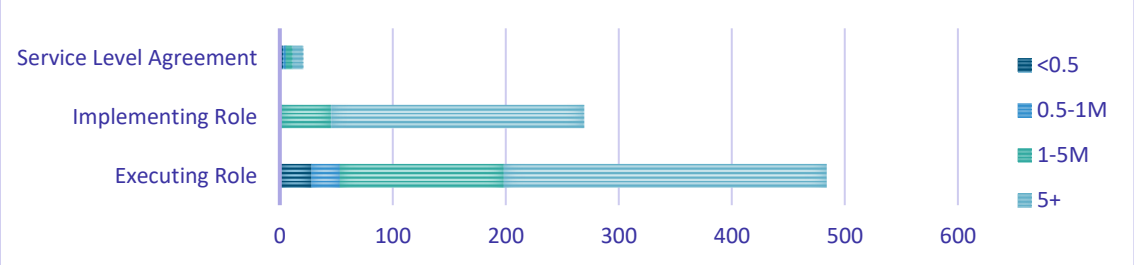
Donor	Acronym	2024 Budget (mCHF)
Global Environment Facility Trust Fund	GEF	17.7
Green Climate Fund	GCF	16.5
European Commission[17]	EC	16.2
Kreditanstalt für Wiederaufbau	KfW	10.9
US Agency for International Development	USAID	5.6
United Nations Environment Programme[18]	UNEP	3.8
Deutsche Gesellschaft für Internationale Zusammenarbeit	GIZ	3.2
Swedish International Development Cooperation Agency	SIDA	2.7
Agence Française de Développement	AFD	2.4
The Royal Commission for AlUla	-	2.3

[17] Includes contributions from DG Development, European Commission, DG Environment, DG Research and Innovation, and the European Climate Infrastructure and Environment Executive Agency (CINEA).
[18] Includes contributions from UNEP and GEF funds channelled through UNEP.

5.3. Project typology

This section provides a high-level summary of the project typology[19] and associated portfolio values. As shown in **FIGURE 5: PROJECT BUDGET SIZE (TOTAL CONTRACT AMOUNT) PER TYPE OF PROJECT FOR PROJECTS UNDER IMPLEMENTATION in 2024 (C LIST IN MCHF)**, IUCN maintains a healthy balance between the executing type versus others.

FIGURE 5: PROJECT BUDGET SIZE (TOTAL CONTRACT AMOUNT) PER TYPE OF PROJECT FOR PROJECTS UNDER IMPLEMENTATION in 2024 (C LIST IN MCHF)



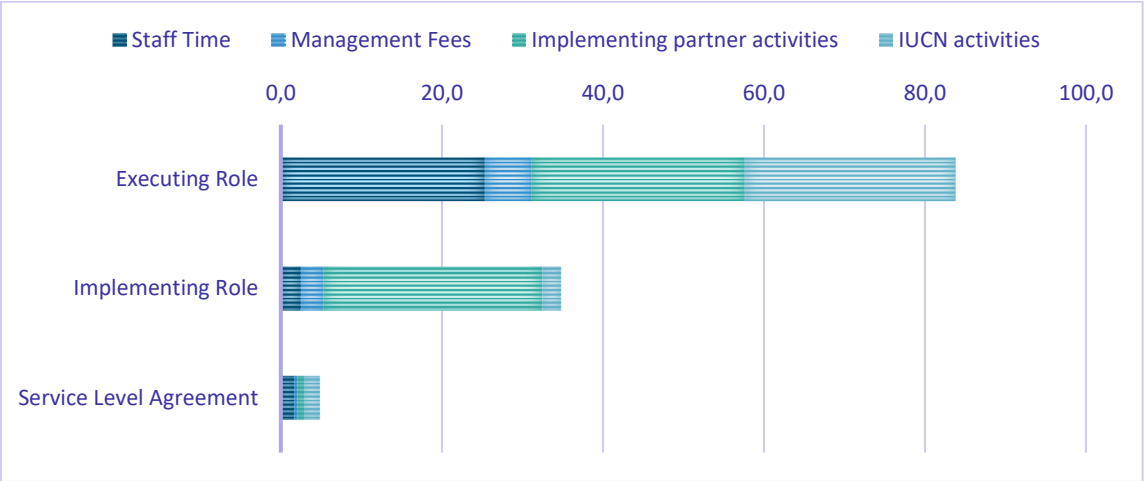
Similarly, the ventilation of the 2024 budget expenditures across the IUCN project typology demonstrates the importance of the executing role in the financial balance of IUCN. Representing more than two thirds (68%, CHF 83.8m out of 123.5m) of the 2024 budget for projects under implementation while the implementing role accounts for slightly more than one quarter (28%, CHF 34.8m out of 123.5m). Both portfolios rely heavily on implementing partners (including IUCN Members) to deliver the work.

TABLE 10: 2024 BUDGET EXPENDITURES FOR PROJECTS UNDER IMPLEMENTATION AND PIPELINE PROJECTS PER TYPOLOGY (MCHF)

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2024 Total
Under implementation (C list)	**29.6**	**9**	**54.4**	**30.5**	**123.5**
Executing role	25.4	5.8	26.5	26.2	83.8
Implementing role	2.5	2.8	27.1	2.4	34.8
Service Level Agreement	1.7	0.4	0.9	1.9	4.9
Pipeline projects (B list)	**6.5**	**1.7**	**9.4**	**11.3**	**28.9**
Executing role	5.8	1.4	4.7	11.0	22.9
Implementing role	0.0	0.1	2.2	0.0	2.4
Service Level Agreement	0.6	0.1	2.5	0.3	3.6
Grand Total	**36.1**	**10.6**	**63.9**	**41.7**	**152.3**

[19] **Executing role:** IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirement from the implementing role or other donors. As part of a given executing role, IUCN re-grants part of the funding to broader stakeholders, including but not limited to Members. This is one of the key delivery mechanisms for the Executing role, however given the different nature of the work, processes, skills and data needed, we will treat this as a separate typology.
Implementing role: IUCN is responsible for the oversight of project execution performed by other entities and accountable to the Funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing fund to executing agencies.
Service level agreement: Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

FIGURE 6: 2024 BUDGETED EXPENDITURES PER PROJECT TYPE FOR PROJECT UNDER IMPLEMENTATION (C LIST, MCHF)



5.4. Engagement with IUCN Constituents

The engagement with IUCN Constituents through the programme portfolio is presented in the section below. While the Secretariat currently has limited capacity to capture and report the extent to which IUCN constituents are engaged through the portfolio[20], it is important to note that building such a capacity is priority for 2024. Examples of these ongoing efforts include:

- Activities to improve the opportunities for Members to access the IUCN network, build capacity and become more involved in IUCN's portfolio of projects. For an organisation to be involved in the design, management, and implementation of IUCN donor-funded projects, they must go through a due diligence process and meet specific donor requirements to be eligible. This is to ensure that all stakeholders have adequate organisational capabilities for managing performance and providing a sufficient level of assurance. As such, IUCN will seek ways to increase the technical assistance and capacity building to Members as relevant.
- Strengthen the strategic decision-making process (at the ideation phase of a project) to foster engagement levels with constituents.
- Capture and report on constituents' engagement through grant-making. This is especially important for our civil society Members that may have limited access to funding sources.
- The Secretariat will improve its Constituents engagement storytelling capacity by leveraging project planning and monitoring data. This will also enable reporting on cases where IUCN partners with government agencies within a State-members.

These efforts will not only help increase the level of engagement with IUCN constituents and respond to their needs expressed in the Member satisfaction survey (see section 2.1: *The 2023*

[20] The numbers presented in this section exclude membership and Commission engagement through grant-making and do not necessarily include engagements where Commission members are hired to work as consultants/experts on donor-funded projects.

Member satisfaction survey identified two key levers to increase member satisfaction: Capacity building and involvement in field projects), but also improve our shared understanding of how constituents engage with and benefit from the portfolio.

Our engagement with IUCN Constituents, which can take many forms is summarised below:

- IUCN has 513 unique partnerships with IUCN constituents and non-constituent partners. 316 of these are with Members, Commissions or Committees, representing 62% of the total.
- Out of 310 projects, a total of 122 projects engage directly with Members, Commissions and/or National or Regional Committees.

Kindly note that due to the current limited data capacity, the below table only captures cases where a Member has participated in the design of the project; co-financed the project or is directly funded by the project. Other forms of engagement are currently not captured; as stated above, the Secretariat intends to improve this data limitation in 2024 and beyond. The following Tables provides the distribution of Members engaged through the portfolio by type and by region.

TABLE 11: MEMBER DISTRIBUTION BY TYPE

Member type	Distribution
Affiliates	4.38%
Indigenous peoples' organisations	3.65%
Non-governmental organisations	51.09%
State gvt. agencies, political	40.88%
Grand Total	**100.00%**

TABLE 12: MEMBER DISTRIBUTION BY REGION

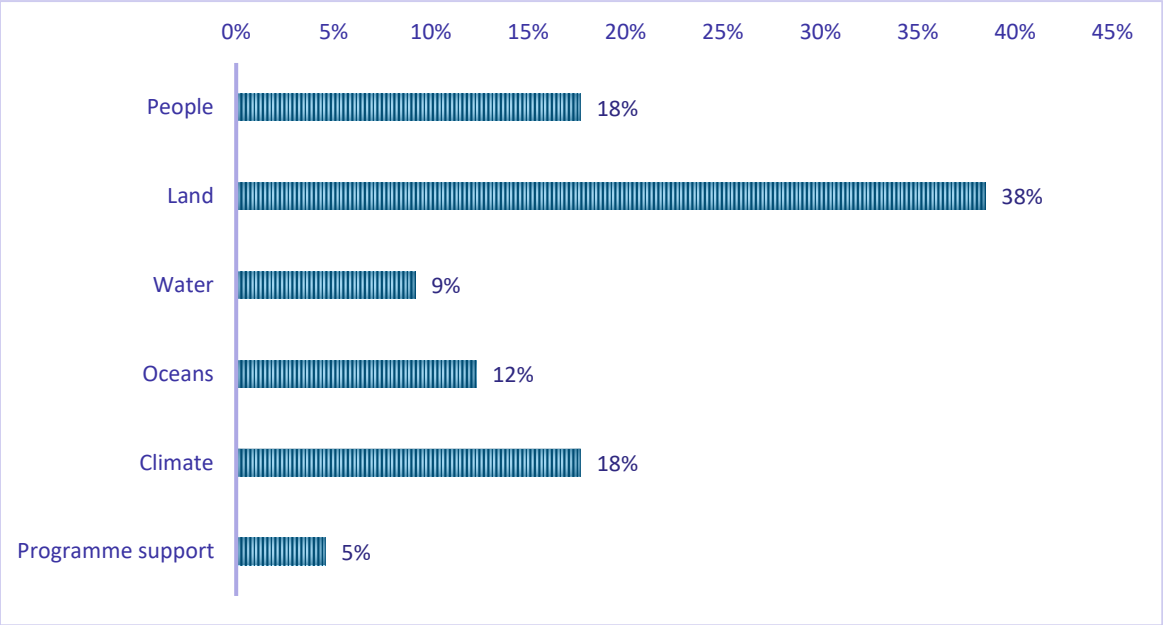
Row Labels	Distribution
Africa	26.28%
East Europe, North and Central Asia	4.38%
Meso and South America	26.28%
North America and the Caribbean	5.84%
Oceania	2.92%
South and East Asia	21.17%
West Asia	2.19%
West Europe	10.95%
Grand Total	**100.00%**

5.5. Programme Areas

The 2024 budget continues to contribute to the delivery of the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

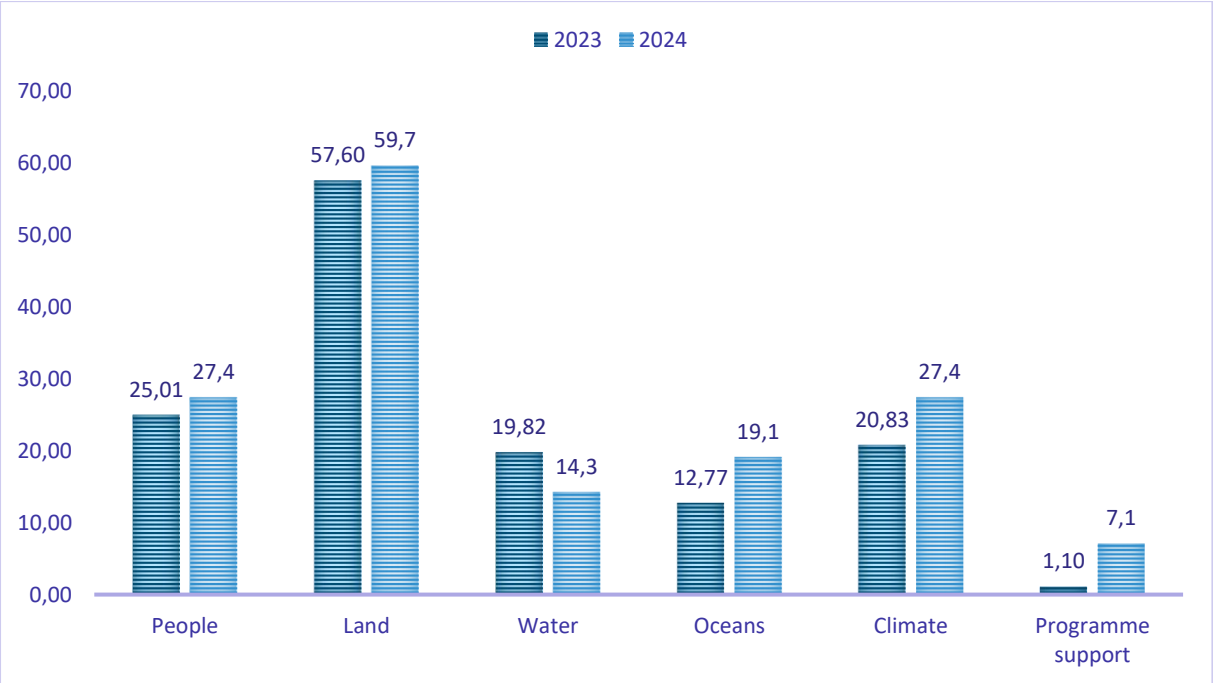
As for 2023, Land accounts for the largest portion with 38% of budget allocations for 2024, followed by Climate and People (18%), Oceans (12%), and Water (9%).

FIGURE 7: 2024 BUDGET DISTRIBUTION ACCORDING TO THE 5 PROGRAMME AREAS



The proportion of the yearly budget for each Programme area is similar to that of 2023, demonstrating a strong Programme continuity. The budgeted expenditures for all Programme Areas have increased, at the exception of the Water Programme Area that decreased from CHF 20m to 14m.

FIGURE 8: 2023 AND 2024 BUDGETED EXPENDITURES PER IUCN FIVE PROGRAMME AREAS FOR PROJECT UNDER IMPLEMENTATION (C LIST) AND PIPELINE PROJECTS (B LIST FACTORED-IN) (MCHF)



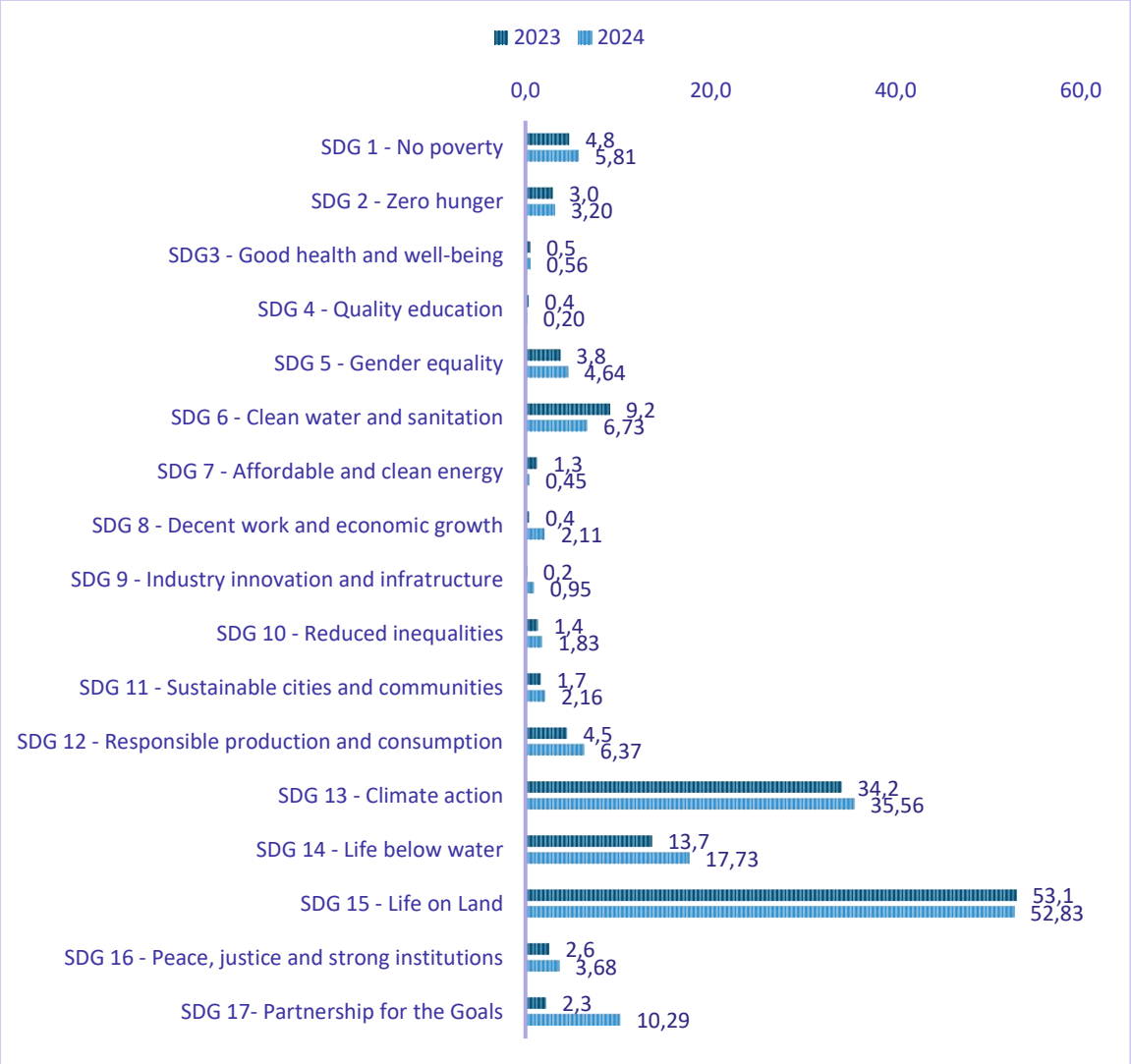
5.6. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to.

The 2024 IUCN budget allocations to the SDGs is similar to the one for 2023, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 34% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 23% of all project portfolio budget[21].

The three SDG 15, 13 and 14 account for more than two thirds (68%) of the overall project portfolio budget.

FIGURE 9: 2023 AND 2024 BUDGET ALLOCATION PER SDG (MCHF)



[21] Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

5.7. IUCN Programme Portfolio Risks Management

As IUCN's portfolio continues to grow and support the Union's ambition of a strong footprint in all statutory regions and programme areas, it continues to expand and diversify its action. While a strong portfolio is a sign of progress and innovation, growth also brings complexity, challenges and risks to the Union.

To address these challenges and risks, a controlled strategic growth approach is being implemented to capitalise on opportunities while addressing challenges. Some of the key risk drivers are summarised below. IUCN's response to these risk drivers, which are comprised in the 2024 workplan, are also included.

Portfolio pipeline management and coordination

Portfolio management and coordination remains a challenge for any project-based organisation. In our continuous efforts to strengthen IUCN's programme portfolio capacity in terms of decision-making and strategic alignment the following actions will be taken in 2024.

- Reinforce decision-making and controls at ideation stage
- Adaptation of existing IUCN project appraisal and approval process and requirements
- Introduction of new IUCN project appraisal and approval requirements (results architecture, risks registers, budgeting guidelines, etc.)

Human resources

In the context of a growing and diversifying portfolio (thematically, geographically and by project type), finding skilled project and portfolio managers who possess the right mix of technical expertise, the know-how and the leadership capabilities can be difficult. Shortage can lead to project delays or missed opportunities. The following actions will be taken in 2024 to continue strengthen our pool of talent.

- Invest in training and development of project and portfolio staff on all aspects related to project and portfolio management
- Mobility and succession planning to support internal talent for project and portfolio management roles and ensuring a sufficient number of qualified professionals
- Roll-out of an onboarding programme for all new IUCN staff to introduce them to internal policies and requirements

Results and communication

Capacity to demonstrate a solid performance and assurance story is at the core of conservation, international development and the humanitarian sectors. Organisations with a limited capacity suffer from confidence loss and often decreased financial support.

- Standardisation and implementation of IUCN's results architecture to all project designs and logical framework (portfolio and project portal module)
- Results-based management and monitoring training provision to project teams
- Increase the number of monitoring, evaluation and learning specialists supporting the portfolio
- Roll-out of new evaluation guidelines and training provision to staff

Partner and contractor performance

Working with or through partners poses significant challenges to IUCN and finding the right balance between helping partners improve their business capabilities and ensuring that projects goals are met efficiently and effectively within scope, time and resources is a priority for IUCN. The following actions will be taken in 2024 to continue improve our performance and assurance provision and our value proposition to Members and partners.

- Revise IUCN's due diligence assessment of partners to broaden the scope to project management, reporting and communication capabilities
- Seek opportunities to identify at project design stage areas where partners would benefit from technical assistance or capacity building and address such needs in the project design

2024 IUCN WORKPLAN AND BUDGET
Part II

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Part II. 2024 budget

1. Introduction

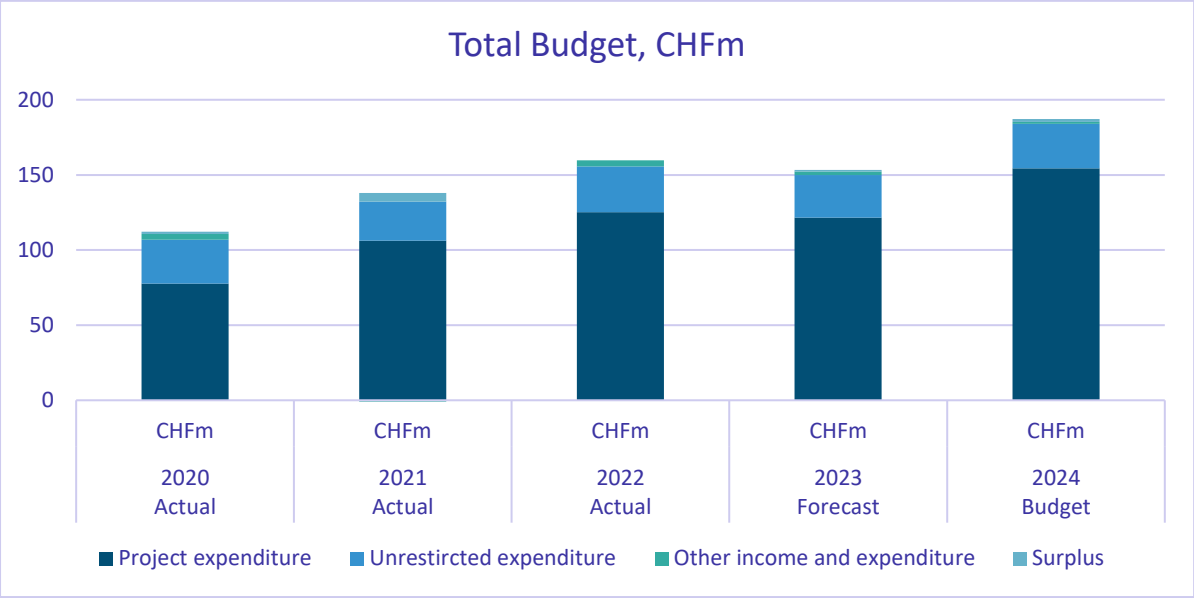
1.1. Summary

The 2024 budget represents the fourth year of implementation of the 2021-2024 Financial Plan.

A surplus of CHF 2.0m is budgeted for 2024. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.5m. The higher surplus is attributed to an increase in the level of operating costs funded from the project portfolio.

The total income budget is CHF 187m and the total expenditure budget is CHF 185m, a significant increase on the forecast for 2023 (total expenditure CHF 152m) and that of 2022 (CHF 160m).

FIGURE 10: TOTAL BUDGET



The growth in 2024 is driven by an increase in the project portfolio, particularly an increase in projects where IUCN is the implementing agency (GEF/GCF). Expenditure on IUCN activities is budgeted to increase by CHF 14m, from CHF 27m to CHF 41m and expenditure through partners is budgeted to increase by CHF 14m from CHF 50m to CHF 64m.

1.2. Overall financial situation

Funding remains strong, driven by donor support for the IUCN Programme and a growing project portfolio. 83% of project funding for the 2024 budget is secured. Framework income is also fully secured and the budgeted value of membership dues is based on the current level of membership.

Figure 11 shows income trends over the last 3 years together with the forecast for 2023 and the budget for 2024. Project income shows a slight decline in 2023 compared to 2022. This reflects a lower level of expenditure compared to 2022 as income is recognised as expenditure is incurred. Expenditure is expected to increase significantly in 2024 due to increases in the overall value of the portfolio but also because a significant number of projects that were in the initiation stage in 2023 will move to full implementation in 2024.

FIGURE 11: INCOME TRENDS, CHF MILLION

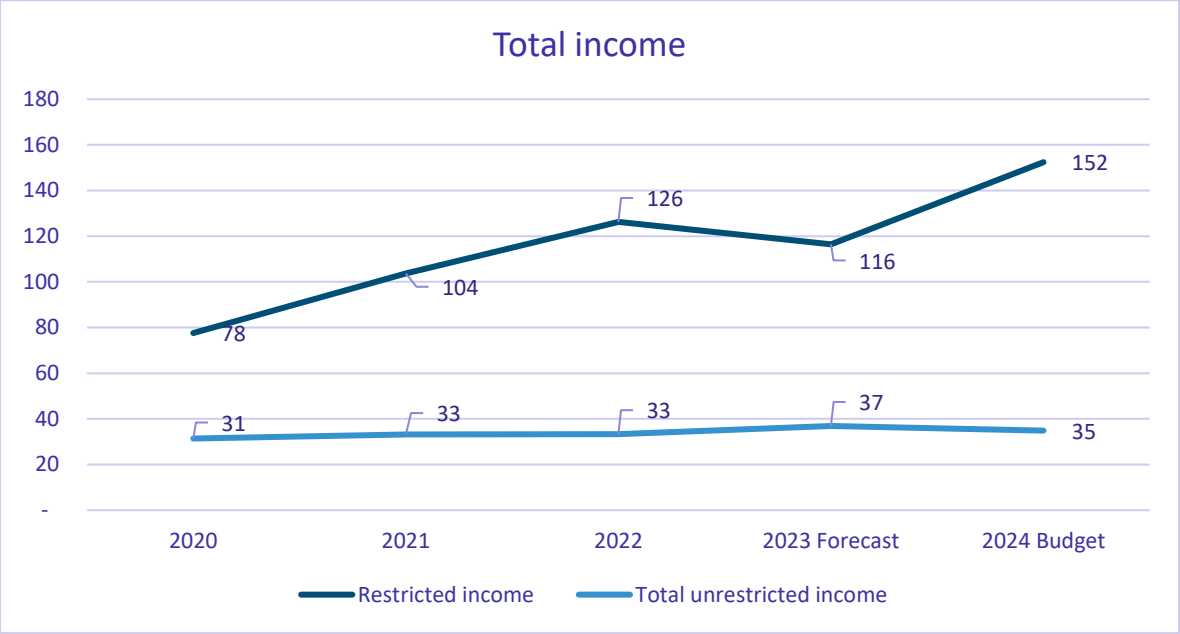


Figure 12 shows trends in unrestricted income. Unrestricted income is stable. Framework income shows a slight decline in 2024 due to the fall in value of some donor currencies against the Swiss franc. The decline in unrestricted income in 2024 compared to the 2023 forecast reflects unsecured income from the regions which is not included in the budget.

FIGURE 12: UNRESTRICTED INCOME TRENDS, CHF MILLION

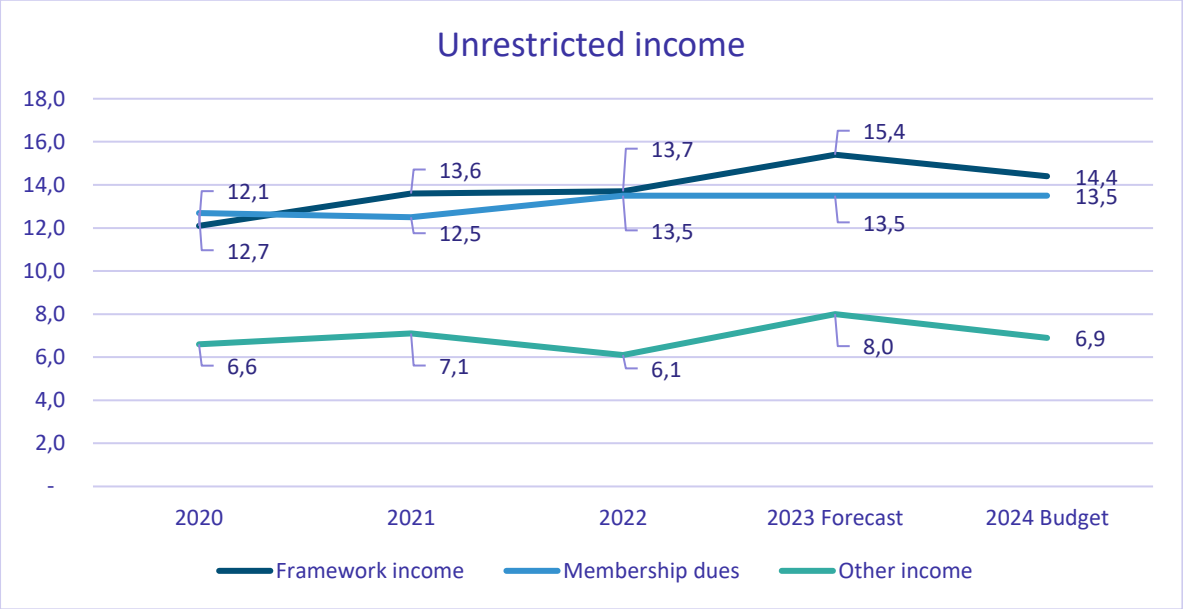
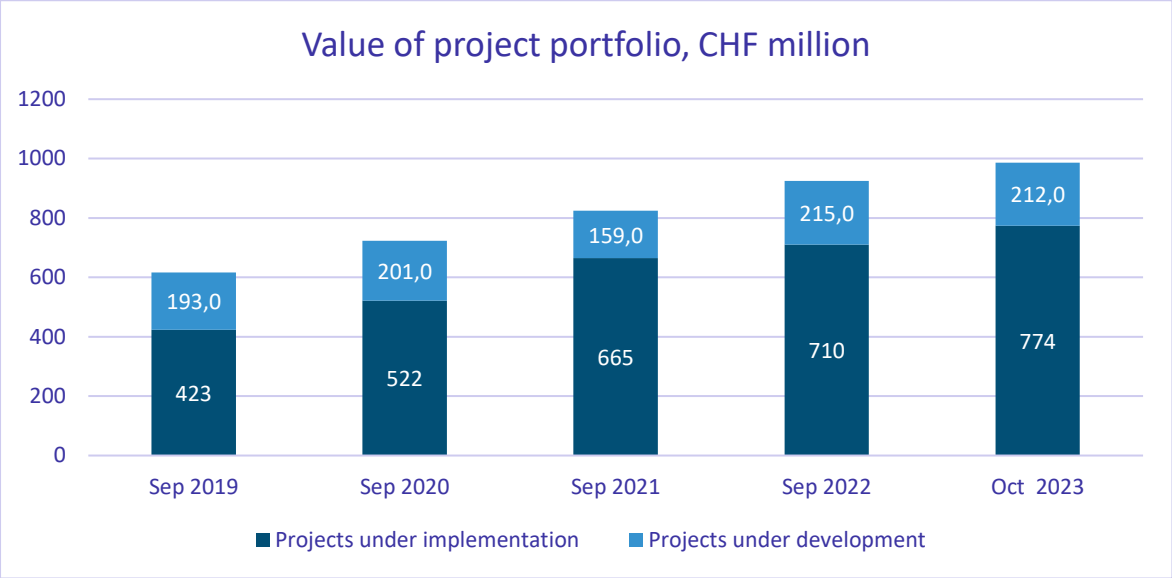


Figure 13 shows the evolution of the value of the project portfolio. At the end of October 2023 project under implementation had a total value of CHF 774m and those under development a total value of CHF 212m.

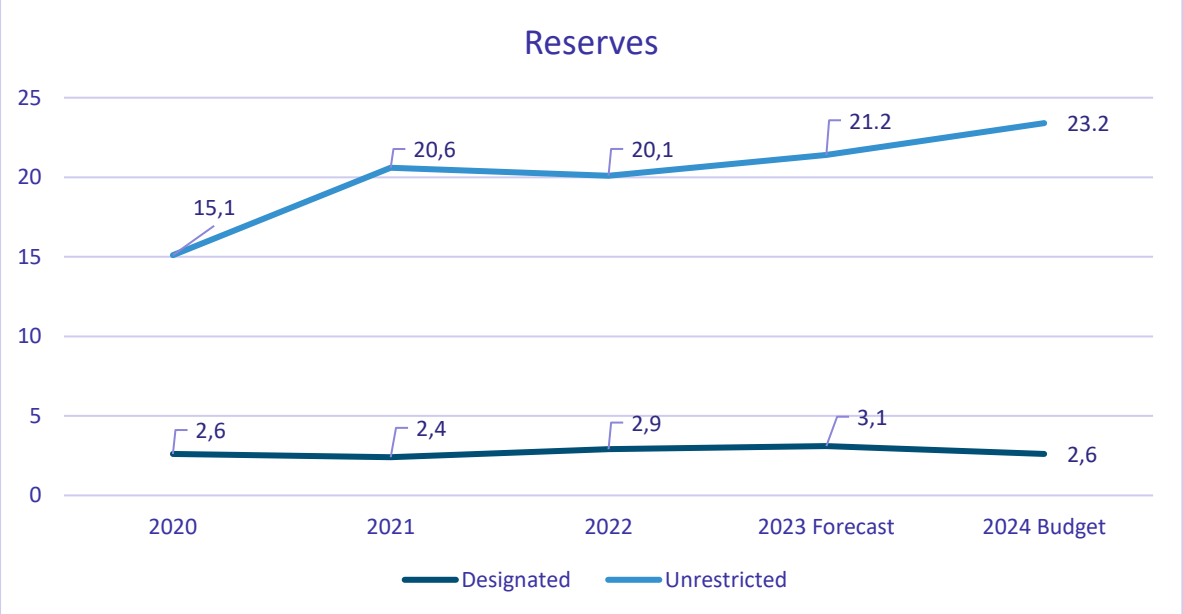
FIGURE 13: PORTFOLIO EVOLUTION



1.3. Reserves

IUCN reserves stood at CHF 23.0m at the end of 2022, comprising CHF 20.1m in unrestricted reserves and CHF 2.9m in designated reserves. The 2023 forecast anticipates an increase of unrestricted reserves to CHF 21.2m and the 2024 budget an increase to CHF 23.2m. Figure 14 shows the expected progression of reserves.

FIGURE 14: IUCN RESERVES, CHF MILLION



A growing portfolio and the expansion of grant making programmes and projects implemented through partner organisations has increased the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds its reserves to support higher levels of risk. The reserves target is currently under review but is expected to be set at between CHF 35-40m.

2. Budget summary

Table 13 shows the budget for 2024, analysed between unrestricted (Unrest.) and restricted (Rest.) funding streams. The budgeted result for 2024 is a surplus of CHF 2.0 million. Income is budgeted at CHF 187.2m (Budget 2023: CHF 172.0m) and expenditure at CHF 185.7m. Reserve movements of CHF 0.5m (described in section d below) bring the budgeted result to CHF 2.0m.

TABLE 13: BUDGET SUMMARY

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Income									
Membership dues (gross)	13.5	-	135	13.5		13.5	13.5		13.5
Framework income	12.4	1.3	13.7	13.9	1.6	15.5	12.6	1.8	14.4
Project income	-	124.3	124.3		117.2	117.2		152.4	152.4
Other income	6.3	1.9	8.2	8.0	-	8.0	6.9		6.9
Total income	**32.2**	**127.4**	**159.6**	**35.4**	**118.8**	**154.2**	**33.0**	**154.2**	**187.2**
Cross charges and allocations									
Allocations to projects	(2.3)	2.3	-	(3.6)	3.6	-	(0.2)	0.2	-
Staff cost recovery	34.9	(34.9)		33.8	(33.8)	-	36.6	(36.6)	-
Indirect cost recovery	9.6	(9.6)		11.8	(11.8)	-	12.7	(12.7)	-
Total cross charges and allocations	**42.2**	**(42.2)**	**-**	**42.0**	**(42.0)**	**-**	**49.1**	**(49.1)**	**-**
Operating expenditure									
Staff costs	58.7	-	58.7	61.0		61.0	64.4		64.4
Other operating costs	11.6	-	11.6	12.0		12.0	15.0		15.0
IUCN activities	-	44.3	44.3		26.7	26.7		41.1	41.1
Implementing partner activities	-	38.0	38.0		50.1	50.1		64.0	64.0
Total operating costs	**70.3**	**82.3**	**152.6**	**73.0**	**76.8**	**149.8**	**79.4**	**105.1**	**184.5**
Net operating result	**4.1**	**2.9**	**7.0**	**4.4**	**-**	**4.4**	**2.7**	**-**	**2.7**
Other income and expenditure									
Interest income and financial charges	(0.1)	(0.2)	(0.3)	0.1	-	0.1	0.2		0.2
Investment gains/(losses)	(1.7)	-	(1.7)	(0.1)	-	(0.1)			-
Foreign exchange losses	(1.3)	(3.0)	(4.3)	(1.3)		(1.3)	(0.4)		(0.4)
Provisions and write offs	(1.0)	0.3	(0.7)	(1.8)	-	(1.8)	(1.0)		(1.0)
Total other income and expenditure	**(4.1)**	**(2.9)**	**(7.0)**	**(3.1)**	**-**	**(3.1)**	**(1.2)**	**-**	**(1.2)**
Result for the year	**(0.0)**	**0.0**	**0.0**	**1.3**	**-**	**1.3**	**1.5**	**-**	**1.5**
Transfers from/(to) designated reserves	1.0	-	1.0	(0.2)	-	(0.2)	0.5		0.5
Results after reserve transfers	**1.0**	**0.0**	**1.0**	**1.1**	**-**	**1.1**	**2.0**	**-**	**2.0**

The budget does not include a provision for investment in strategic change as further analysis is required in this respect. In the event that additional investment is required that exceeds the provisions for investments noted in section 4, a budget amendment will be proposed by the Director General for approval by Council.

2.1. Income

Membership dues

Table 14 shows details of the budget for membership dues.

TABLE 14: MEMBERSHIP DUES

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Membership dues	13.5		13.5	13.5		13.5	13.5		13.5
Provision for non-payment	(0.6)		(0.6)	(0.8)		(0.8)	(0.8)		(0.8)
Net Membership dues	**12.9**	**-**	**12.9**	**12.7**	**-**	**12.7**	**12.7**	**-**	**12.7**

Membership dues are budgeted at CHF 13.5m, in line with the forecast for 2023. It does not include an estimate of dues from Members that may join in 2024, nor does it include an estimate of Members who may leave. A provision of CHF 0.8m has been budgeted to cover the risk of late payment or defaults.

Framework income

Table 15 shows details of framework income by partner, analysed between unrestricted and thematically restricted.

TABLE 15: FRAMEWORK INCOME

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Denmark	1.1	1.3	2.4	1.7	1.1	2.8	1.3	1.3	2.6
Norway	1.9		1.9	1.7		1.7	1.7		1.7
Sweden	4.0		4.0	4.1		4.1	4.0		4.0
Switzerland	1.9		1.9	1.5	0.5	2.0	1.5	0.5	2.0
France	1.2		1.2	1.4		1.4	1.1		1.1
Finland	0.6		0.6	0.7		0.7	0.7		0.7
Republic of Korea	0.7		0.7	0.8		0.8	0.8		0.8
United States	0.5		0.5	0.5		0.5	0.5		0.5
Luxembourg	0.5		0.5	0.5		0.5	0.5		0.5
New partner						-	0.5		0.5
Deferred				1.0		1.0			
Total Framework income	**12.4**	**1.3**	**13.7**	**13.9**	**1.6**	**15.9**	**12.6**	**1.8**	**14.4**

Framework income is budgeted at CHF 14.4m. The budget is based on existing contracts with framework partners and one new agreement that is hoped to be secured during 2024. Framework income is for the most part unrestricted. Contributions from Denmark and Switzerland include loosely restricted components. Unrestricted contributions include CHF 1.1m of in-kind contributions.

This represents the value of staff provided by some partners. Some of these staff have technical programmatic roles, and others corporate roles.

The 2023 forecast includes CHF 1.0m of income deferred from 2022.

Other unrestricted

Table 16 shows details of other unrestricted income.

TABLE 16: OTHER UNRESTRICTED INCOME

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Government tax exemptions	1.7		1.7	1.7		1.7	1.7		1.7
Rental income and services	1.5		1.5	1.5		1.5	1.5		1.5
Patrons of Nature	0.6		0.6	0.9		0.9	1.2		1.2
Deferred income	0.5		0.5	0.5		0.5	0.5		0.5
Consultancy income	0.2		0.2	0.2			0.2		0.2
Other income	1.8	1.9	3.7	3.2		3.2	1.8		1.8
Total	**6.3**	**1.9**	**8.2**	**8.0**	**-**	**7.8**	**6.9**	**-**	**6.9**

Other unrestricted income is budgeted at CHF 6.9m. This includes income from Patrons of Nature (CHF 1.2m), rental and service fee income from 3rd parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 1.8m).

2.2. Operating expenditure

Table 17 shows details of operating expenditure.

TABLE 17: OPERATING EXPENDITURE

	2022		2023		2024	
	Actual CHF m	%	Forecast CHF m	%	Budget	%
Staff costs	**58.7**	**83%**	**61.0**	**84%**	**64.4**	**81%**
Other operating costs						
Consultants	1.7	2%	1.8	2%	1.8	2%
Grants to partners	0.3	0%	-	0%	0.1	0%
Travel	2.1	3%	2.5	3%	3.9	5%
Workshops and conferences	0.3	0%	0.5	1%	0.6	1%
Publications and printing costs	0.4	1%	0.4	1%	0.7	1%
Office and general administrative costs	3.1	4%	3.5	5%	4.0	5%
Vehicles & equipment - costs & maintenance	1.1	2%	1.0	1%	1.2	2%
Professional fees or costs	0.5	1%	0.4	1%	0.6	1%
Depreciation and amortisation	2.0	3%	1.9	3%	2.1	3%
Sub-total Other operating costs	**11.6**	**17%**	**12.0**	**16%**	**15.0**	**19%**
Total operating expenditure	**70.3**	**100%**	**73.0**	**100%**	**79.4**	**100%**

The increase in staff costs of CHF 3.4m in 2024 compared to the forecast for 2023 is compensated by a corresponding increase in staff cost recovery of CHF 2.8m and also an increase in indirect cost recovery as this also funds certain staff positions. The increase in staff costs is due to additional positions for Congress, and additional regional progamme positions, linked to higher levels of project expenditure in the regions. Inflation is also a contributory factor.

The increase in travel primarily relates to the funding of participants to the Regional Conservation Fora (CHF 0.8m).

Inflation has also impacted other costs, such as office and general administration costs.

Fundraising and project development

Fundraising for unrestricted or loosely restricted funds is performed primarily by the Strategic Partnerships Unit at Headquarters and to a lesser extent the Regional Office for North America which raises funds from high-net-worth individuals and foundations. The total budget is CHF 1.1m, representing 1.5% of operating costs. Project restricted funds are raised by regional and centre programmes using either framework funding or by leveraging project funding.

2.3. Other income and expenditure

Table 18 shows details of other income and expenditure.

TABLE 18: OTHER INCOME AND EXPENDITURE

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Other income and expenditure									
Interest income and financial charges	(0.1)	(0.2)	(0.3)	0.1	-	0.1	0.2		0.2
Investment gains/(losses)	(1.7)	-	(1.7)	(0.1)	-	(0.1)			-
Foreign exchange losses	(1.3)	(3.0)	(4.3)	(1.3)		(1.3)	(0.4)		(0.4)
Provisions and write offs	(1.0)	0.3	(0.7)	(1.8)	-	(1.8)	(1.0)		(1.0)
Total other income and expenditure	**(4.1)**	**(2.9)**	**(7.0)**	**(3.1)**	**-**	**(3.1)**	**(1.2)**	**-**	**(1.2)**

Interest income and financial charges include interest income of CHF 0.3m and financial charges of CHF 0.1m. The current positive interest rate environment allows IUCN to earn income on its cash holdings. However, many donors required that any interest earned on their cash advances are credited to the project being funded. CHF 0.3m is a conservative estimate of interest income that will be retained by IUCN.

Nothing has been budgeted for increases in the value of IUCN's investment portfolio, nor has any provision been made for possible losses.

A provision of CHF 0.4m has been budgeted for foreign exchange losses. A hedging strategy is in place to minimise such losses; however, this cannot fully protect IUCN from losses that result from the translation of balance sheets maintained in non-CHF currencies.

Provisions and write offs include a provision for projects in deficit of CHF 0.2m and a provision for non-payment of membership dues of CHF 0.8m.

2.4. Transfers from/(to) reserves

Table 19 shows details of reserve movements.

TABLE 19: TRANSFERS (TO)/FROM DESIGNATED RESERVES

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
World Conservation Congress and RCFs	(0.5)	-	(0.5)	(0.5)	-	(0.5)	0.3	-	0.3
External and Governance Review	(0.1)	-	(0.1)	(0.1)	-	(0.1)	-	-	-
Institutional strengthening	1.0	-	1.0	-	-	-	-	-	-
20-year strategy	0.1	-	0.1	0.4	-	0.4	0.2	-	0.2
Commission Operating Funds	(0.3)	-	(0.3)	-	-	-	-	-	-
Transfer from unrestricted reserves	0.8	-	0.8	-	-	-		-	-
Total	**1.0**	**-**	**1.0**	**(0.2)**	**-**	**(0.2)**	**0.5**	**-**	**0.5**

The Regional Conservation Fora (RCFs) will take place in 2024. CHF 0.5m will be released from designated reserves for this purpose. CHF 0.25m will be allocated to the designated reserves for the 2025 Congress, resulting in a net release of CHF 0.25m (rounded to CHF 0.3m in the above table).

CHF 0.2m will be released from designated reserves to fund work on the 20-year strategy.

3. Portfolio analysis

Total project expenditure is budgeted at CHF 154.4m compared to a 2023 forecast of CHF 122.4m.

Table 20 shows the evolution of project expenditure over the period 2022 to 2024, analysed by the main expenditure categories. Figure 15 shows the same information graphically, going back to 2020.

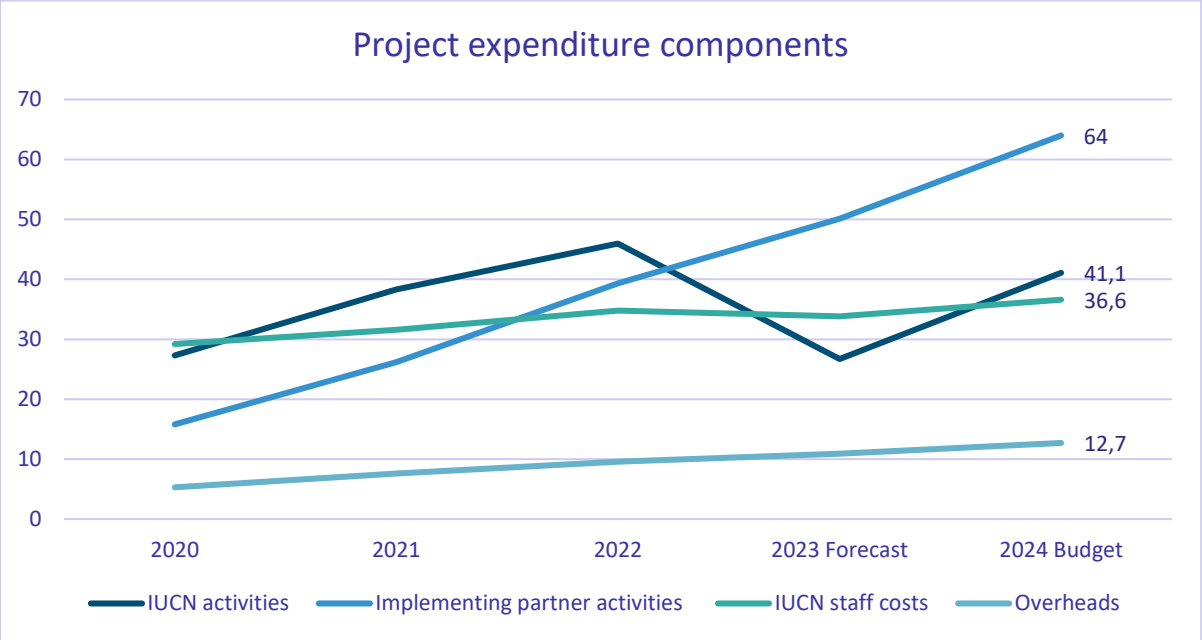
TABLE 20: PROJECT INCOME AND EXPENDITURE

	2022		2023		2024	
	Rest.		Rest.		Rest.	
CHF m	Actual		Forecast		Budget	
Project income	**127.4**		**118.8**		**154.2**	
Allocations from unrest. income	2.3		3.6		0.2	
Total income	**129.7**		**122.4**		**154.4**	
IUCN activities	46	35%	26.7	22%	41.1	27%
Implementing partner activities	39.3	30%	50.1	41%	64	41%
IUCN staff costs	34.8	27%	33.8	28%	36.6	24%
Overheads	9.6	7%	11.8	9%	12.7	8%
Total project expenditure	**129.7**	**100%**	**122.4**	**100%**	**154.4**	**100%**

Growth is strongest in implementing partner activities, driven by a growing GEF/GCF portfolio, but also as a result of a focus on large scale initiatives executed by IUCN which involve partner organisations. In percentage terms the proportion of the portfolio budget dedicated to partner

activities is the same as 2023 (41%). The proportion of IUCN activities is budgeted to increase in 2024. Whereas the absolute values of staff costs and overheads increase, they decrease proportionally. This can be attributed to a change in the mix of the portfolio.

FIGURE 15: TRENDS IN PROJECT EXPENDITURE, CHF MILLION



The Secretariat will continue work started in 2022 to increase the level of cost recovery from the portfolio and hence the proportion of the infrastructure funded by the project portfolio. This will include a more rigorous approach to budgeting and strengthened project review, including an assessment of financial returns, before entering into contracts with donors.

Table 21 (reproduced below from the workplan) provides an analysis of project expenditure by project typology.

TABLE 21: PROJECT EXPENDITURE BY PROJECT TYPOLOGY, CHFM

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2024 Total
Under implementation (C list)	**29.6**	**8.9**	**54.4**	**30.5**	**123.5**
Executing role	25.4	5.8	26.5	26.2	83.8
Implementing role	2.5	2.8	27.1	2.4	34.8
Service Level Agreement	1.7	0.4	0.9	1.9	4.9
Pipeline projects (B list)	**6.5**	**1.7**	**9.4**	**11.3**	**28.9**
Executing role	5.8	1.4	4.7	11.0	22.9
Implementing role	0.0	0.1	2.2	0.0	2.4
Service Level Agreement	0.6	0.1	2.5	0.3	3.6
Grand Total	**36.1**	**10.6**	**63.9**	**41.7**	**152.3**

(The above table excludes framework restricted expenditure)

Expenditure under the executing role represents 70% of total project expenditure, implementation 24%, and Service Level Agreements 6%.

4. Investments

4.1. IT investments

The following IT investments are included in the 2024 budget:

Enterprise Document Management System: CHF 0.5m

The project forms part of IUCN's digitalization strategy. The project objective is to implement a centralised repository for Secretariat institutional documents. The system will be integrated with other applications, e.g. finance, HRMS, project portal, leading to improvements in workflow and document management processes across IUCN. Phases 1 and 2 of the project will be implemented in Q4 2023 and 2024.

Project portal v 3.0: CHF 0.1m

The project portal will be upgraded to include a new project planning and results monitoring module. This will allow the tracking and roll up of results across the portfolio. A risk management module will also be added.

Congress systems: CHF 0.5m

Various congress applications will be developed or existing ones updated during 2024, including e-voting, registration system, hybrid conferencing, and the Congress web site. These developments will be funded by the Congress budget.

Grant management system: CHF 0.2m

A grant management system was developed during 2022- 2023. This will be further improved during 2024 to include integration with the finance system, document management, better user interface, support for invitation-only grants, and support for archiving and on-boarding of new projects. The cost of development will be recovered from new grant management projects that will use the system.

4.2. Corporate investments

Resource mobilisations: CHF 0.2m

Additional investment will be made in fundraising capacity, focusing on philanthropy in the US. This will be in addition to ongoing fundraising in respect of framework income, patrons of nature, Red List, and philanthropy in Asia and Middle East.

Business engagement: CHF 0.2m

Investment of CHF 0.2m will be made in business engagement with the objective of increasing IUCN partnerships with the private sector. This is a reduction of 0.3m compared to 2023.

4.3. Programmatic investments

Programmatic investments include the Red List (CHF 0.2m), Contributions for Nature platform (CHF 0.15m), Working in NbS markets (CHF 0.2m) and Finance for Nature (CHF 0.2m).

5. Implementation of the Financial Plan 2021-2024

The 2024 budget represents the fourth year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 22 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2024 budget.

TABLE 22: PROGRESS AGAINST FINANCIAL PLAN TARGETS

Target	Target value	Period	2024 progress
Increase membership dues	10% of total value	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 19% compared to 2020
Increase value of project portfolio: • GEF/GCF • Other	 15% 5%	Year-on-year	Increase in total portfolio of 48% from 2020 to 2023.
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 96% compared to 2020 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	Budget level for 2024 is 62% Forecast for 2023 is 61% Actual for 2022 was 61% Actual for 2021 was 56% Actual for 2020 was 54% Work on the full cost recovery model will be taken forward in 2024 with the objective of increasing the level of recovery. (The baseline and target value in the Financial Plan were erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2024 is 19%
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2024 proportion of the portfolio is 5%, up from 3% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2024 proportion of the portfolio is 2%, the same as in 2023
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.0m from 2020 to 2022. The forecast result for 2023 is a surplus of CHF 1.3m. The budgeted result for 2024 is a surplus of CHF 2.0m. If the forecast for 2023 and the budget for 2024 are achieved the total increase would be CHF 8.3m.

6. Analysis of the 2024 budget by organisational structure

Table 23 below presents the 2024 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; oversight and legal; planning, monitoring and evaluation; global services such as finance, HR and IT. The term "Headquarters" denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

TABLE 23: ANALYSIS OF THE 2024 BUDGETED EXPENDITURE BY ORGANISATIONAL STRUCTURE, CHF MILLION

2024 Consolidated Budget	Staff costs	Other costs	Total operating expenditure	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure		Budget 2023 Total expenditure		Budget 2022 Total expenditure	
REGIONAL PROGRAMMES							**%**		**%**		**%**
Programme	11.6	0.5	12.0	27.9	43.6	83.6	82%	79.4	84%	69.2	84%
Management and Union	5.1	2.3	7.4	0.0	0.0	7.4	7%	6.5	7%	5.3	7%
Corporates	8.7	2.8	11.5	0.0	0.0	11.5	11%	8.2	9%	7.4	9%
TOTAL - REGIONAL OFFICES	**25.4**	**5.6**	**31.0**	**27.9**	**43.6**	**102.5**	**100%**	**94.1**	**100%**	**82.0**	**100%**
CENTRES											
Programme	16.2	0.7	16.9	8.6	19.5	45.0	93%	46.2	94%	34.9	91%
Management and Union	0.9	0.1	1.0	0.0	0.0	1.0	2%	1.1	2%	1.2	3%
Corporates	1.7	0.5	2.2	0.0	0.0	2.2	5%	1.7	3%	2.2	6%
TOTAL - CENTRES	**18.9**	**1.2**	**20.1**	**8.6**	**19.5**	**48.2**	**100%**	**49.0**	**100%**	**38.3**	**100%**
HEADQUARTERS											
Programme	2.3	0.1	2.4	0.3	0.0	2.7	8%	2.3	9%	1.6	6%
Management and Union	5.7	2.5	8.2	5.9	0.0	14.1	41%	8.0	30%	7.2	30%
Corporates	12.2	4.7	16.9	0.3	0.0	17.2	51%	16.3	61%	15.3	64%
TOTAL - HEADQUARTERS	**20.2**	**7.4**	**27.5**	**6.5**	**0.0**	**34.1**	**100%**	**26.6**	**100%**	**24.0**	**100%**
PROVISIONS											
Programme	0.0	0.0	0.0	0.0	0.0	0.0	0%	0.0	0%	0	0%
Management and Union	0.0	0.8	0.8	0.0	0.0	0.8	58%	0.0	0%	0	0%
Corporates	0.0	0.6	0.6	0.0	0.0	0.6	42%	0.5	100%	0.5	100%
TOTAL - PROVISIONS	**0.0**	**1.4**	**1.4**	**0.0**	**0.0**	**1.4**	**100%**	**0.5**	**100%**	**0.5**	**100%**
GRAND TOTAL											
Programme	30.1	1.3	31.4	36.8	63.1	131.3	71%	128.0	75%	105.7	73%
Management and Union	11.7	5.7	17.4	5.9	0.0	23.3	13%	15.5	9%	13.7	9%
Corporates	22.6	8.6	31.2	0.3	0.0	31.6	17%	26.7	16%	25.4	18%
GRAND TOTAL	**64.4**	**15.6**	**80.0**	**43.0**	**63.1**	**186.2**	**100%**	**170.3**	**100%**	**144.8**	**100%**

Taking the organisation as a whole, programme functions account for 71% of the budget, management and Union functions 13% and corporate functions 17%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships.

Annex 1a: Budget summary by organisational structure and function provides a more detailed version of this table that incorporates the various income streams.

Figure 16 and Figure 17 presents the above information graphically.

FIGURE 16: EXPENDITURE BY ORGANISATIONAL STRUCTURE

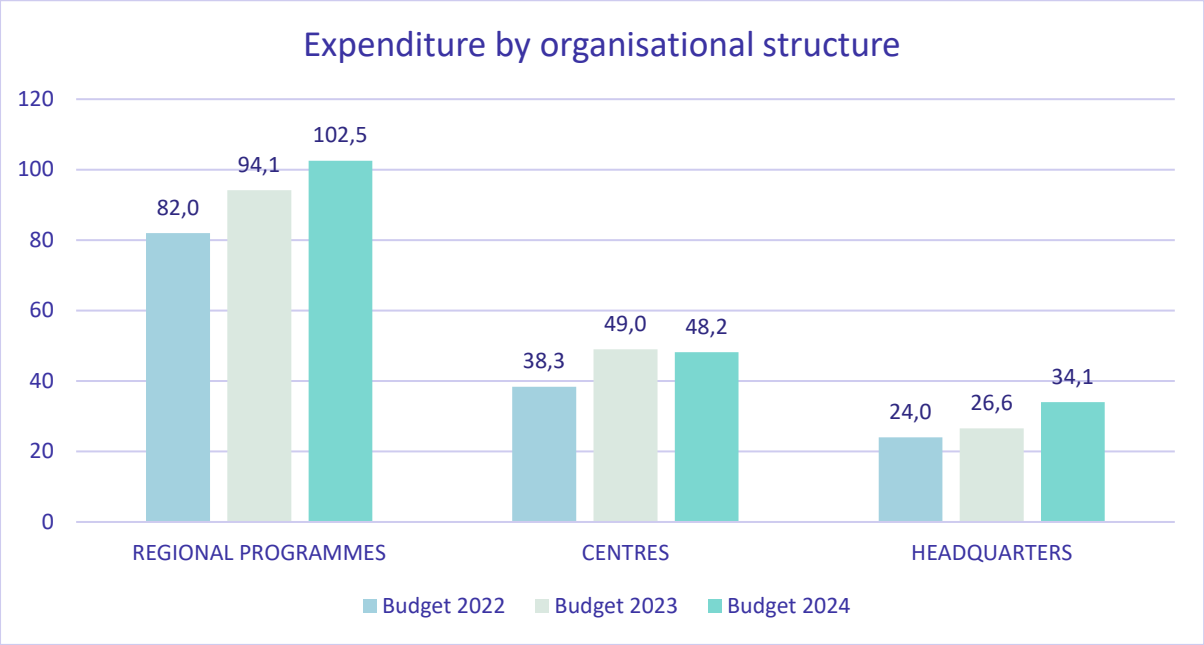
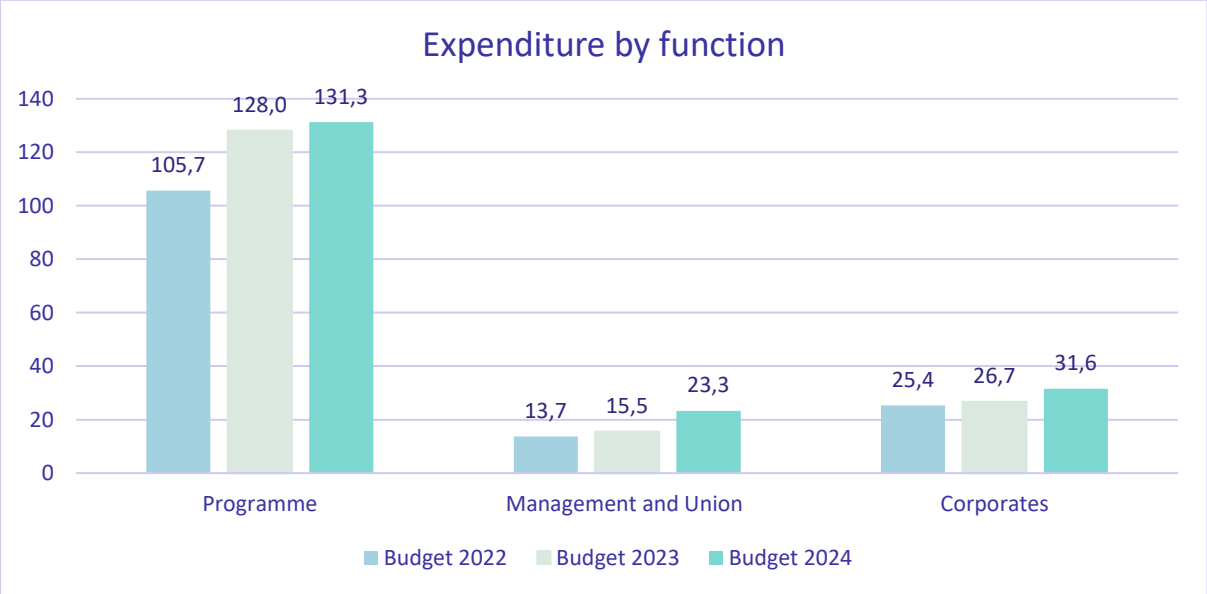


FIGURE 17: EXPENDITURE BY FUNCTION

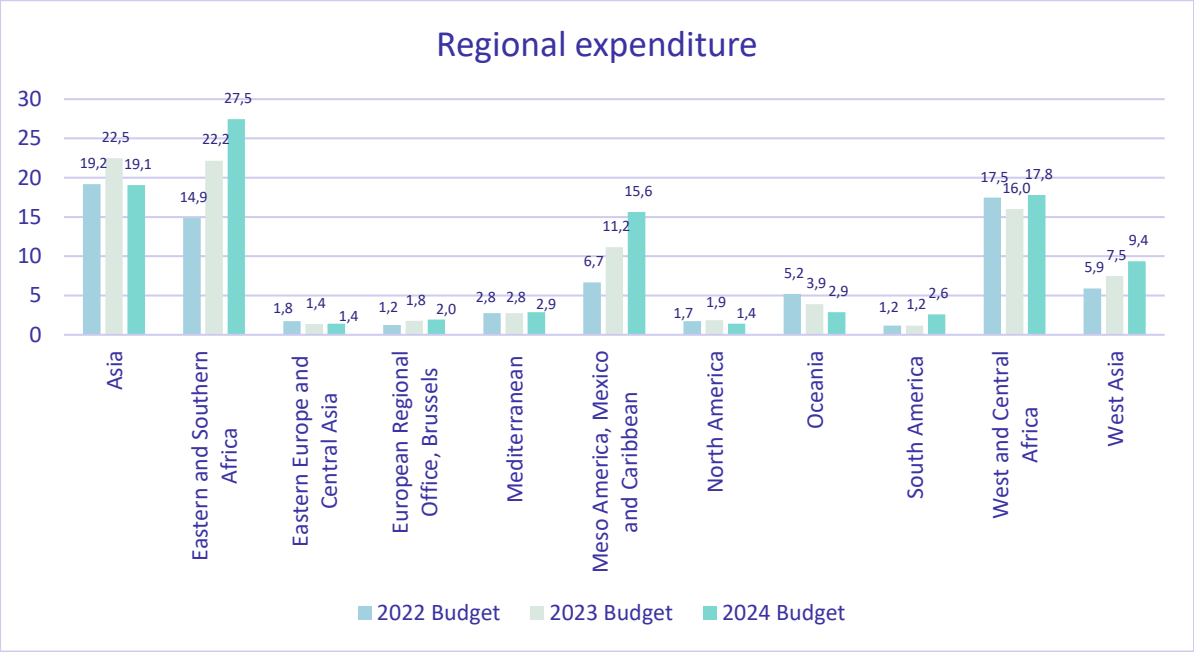


Management and Union costs increase significantly in 2024 due to the Regional Conservation Forums and scaling up of the Convenings unit and related activities in preparation for the 2025 Congress.

The increase in corporate costs is primarily due to an increase in capacity at the regional level, reflecting an increase in the portfolio and higher levels of programme expenditure.

Figure 18 provides a breakdown of the budget of the regions and Figure 19 a breakdown of the budget of the centres.

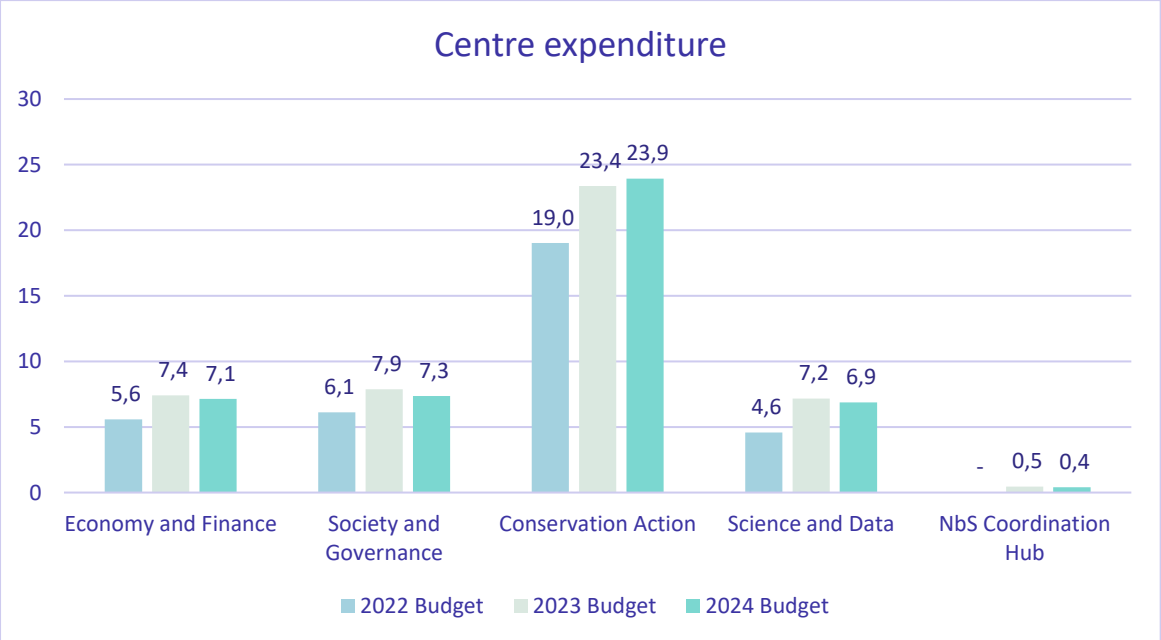
FIGURE 18: EXPENDITURE BY REGION



Total regional expenditure is budgeted at CHF 102.5m (2023: CHF 92.2; 2022: CHF 77.9m)

Regions with the highest level of expenditure are Asia, Eastern and Southern Africa; West and Central Africa; and Meso America, Mexico and Caribbean, which together account for 78% of total regional expenditure.

FIGURE 19: EXPENDITURE BY CENTRE

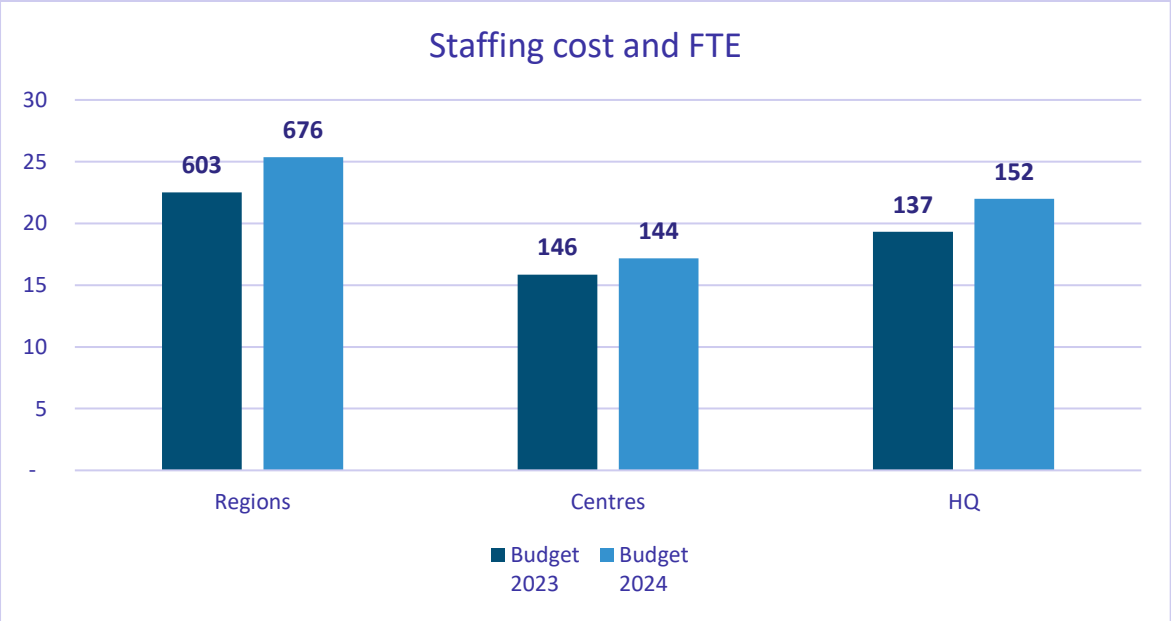


Total Centre expenditure is budgeted at CHF 48.2m (2023: CHF 49.0; 2022: CHF 38.3m). The Centre for Conservation and Action accounts for 52% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects. Many of the Centre projects include regional components. The value of these components are reflected in the regional budgets.

7. Staffing levels and costs

Table 24 below shows staffing cost by organisational structure and the number of full-time equivalent positions (FTE).

FIGURE 20: STAFFING COSTS, CHFM, AND NUMBER OF STAFF, FTE



The total staff cost is CHF 64.5m, an increase of CHF 6.8m (12%) compared to the 2023 budget. The increase is partly attributable to an increase in the number of budgeted positions (10% or 86 positions) and partly attributable to inflation and market adjustments.

8. Allocation of unrestricted income

Table 24 shows the allocation of unrestricted income for the years 2022 to 2024. Unrestricted income comprises membership dues, framework and other unrestricted income such as income from rent and services and tax rebates (see Table 16: Other unrestricted income for details). The final column shows how membership dues are allocated in the budget.

TABLE 24: ALLOCATION OF UNRESTRICTED INCOME, CHF MILLION

	2022	2023	2024	2024
	Total	Total	Total	Membership
Regions	4.6	4.7	4.9	1.9
Centres	1.7	2.9	3.8	0
Commissions	1.3	1.3	1.4	1.4
Directorate	2.5	2.6	2.4	1.3
International policy	0.8	0.8	0.8	0.4
Governance	0.9	0.8	0.9	0.8
Membership and convening	1.9	2.5	2.4	2.4
Corporate services group	6.7	7.7	7.7	1.8
Global finance group	2.9	3.5	4.4	1.2
Provisions	0.7	0.6	0.6	0.6
Projects	5.7	3.6	0	0
Total	**29.7**	**31.0**	**29.3**	**11.8**

Unrestricted income allocations are made on a strategic basis to support the implementation of the workplan and the statutory objectives of the Union. Allocations take into consideration income generated from the project portfolio which fund the majority of the infrastructure costs of the regions and a significant proportion of corporate costs at headquarters.

Further analysis on the allocation of unrestricted income and the allocation of project generated income (Cost recovery) across the Secretariat is shown in Annex 1b.

9. Financial risks in the 2024 budget

The main risks for 2024 are:

1. **Delays in project implementation**

Risk description

Project expenditure is budgeted at CHF 152m, a 31% increase on the 2023 forecast of CHF 116m. The increase reflects a growing portfolio and an increase in the expenditure rate of several projects, particularly implementing agency projects.

41% of project activities are budgeted to be executed by partners (2023 forecast: 41%). This carries a significant risk as IUCN does not have direct control over the rate of expenditure by partners.

Risk impact

Delays in project implementation would result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It would also result in a reduction in the funding of corporate costs by the project portfolio, meaning a higher portion would have to be funded from other income sources.

Risk mitigation

All projects are monitored as part of standard project management procedures. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. **Projects in development not realised or delayed**

Risk description

A total of CHF 29m of project expenditure is budgeted to come from contracts not signed as at 30 September 2023. This represents 16% of total budgeted project expenditure. There is a risk that project contracts are not signed or that signature is delayed.

Risk impact

Reduction in the level of project expenditure resulting in a lower level of cost recovery which in turn would result in a reduction of funding for operating costs.

Risk response

Conversion rates of projects under development will be monitored and a risk assessment performed at the end of each quarter. If the level of conversions is low, budget modifications will be

considered, including a review of staffing levels. At the project level, staff recruitment will be aligned with expected contract start dates.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

3. Disallowed project expenditure

Risk description

The growth in the project portfolio and subsequent increase in project expenditure increases the risk of disallowed costs. Disallowed costs may be incurred by either IUCN directly or by partners. The increase in the level of expenditure through partners organisations further increases this risk.

Risk impact

Disallowed costs would need to be written off, thereby impacting the financial result.

Risk response

IUCN's internal control framework and associated policies and procedures are designed to minimise disallowed expenditure. In addition, project expenditure is monitored against budget by project mangers and project finance staff. Due diligence is performed on implementing partners and donor contractual conditions are passed on to partners. In the event that losses occur they are assumed by regions and centres. A general provision of CHF 0.2m is included in the budget.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

4. Inflation

Risk description

Inflation increased significantly during the course of 2022 in most major economies. It is now decreasing but still presents a risk. Inflation reduces the purchasing power of project funds which could result in a reduction in delivery. In addition, IUCN's operating costs could increase and budgeted amounts may prove insufficient.

Risk impact

Increase in disallowed costs or the need to subsidise projects if project deliverables do not meet contractual requirements. Operational costs could exceed budget impacting the overall result.

Risk response

Project and operational expenditure will be routinely monitored. For projects, budget amendments and other contractual amendments will be initiated in the event that budgets are insufficient to fulfil contractual requirements.

Risk Level: Medium

Risk Owner: Centre and Regional Directors and Heads of Corporate Services

5. Non-payment of membership dues

Risk description

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This has led to some delays in payment.

Risk impact

Reduction in the level of membership dues income.

Risk response

A provision of CHF 0.8m has been included in the 2024 budget for non-payment of membership dues. Continuation of the rollout of the Membership strategy is expected to increase retention and attract new Members. See Workplan: Membership engagement.

Risk Level: Low

Risk Owner: Deputy Director General – Corporate Functions

6. Exposure to foreign exchange fluctuations

Risk description

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2024 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk. As part of the year end consolidation process, non-Swiss franc balances are revalued to Swiss francs at the year-end exchange rate. This can result in an exchange loss that needs to be recorded in the income statement.

Risk impact

Reduction in the year-end result.

Risk response

Framework contracts will be assessed and hedged where this makes financial sense. In respect of the project budget, a natural hedging strategy is in place whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.4m is also included in the budget for exchange gains and losses.

Risk Level: Medium

Risk Owner: Chief Finance Officer

7. Investment losses

Risk description

IUCN maintains a portfolio of financial investments, primarily comprising bonds and equities. Gains and losses are driven by global financial markets. The portfolio is revalued to market at each month-end and gains and losses are taken to the income statement. Unfavourable financial markets would result in a reduction in the value of the portfolio.

Risk impact

Although losses would be unrealised, under IUCN's current financial policy they would be recorded in the income statement resulting in a reduction to the year-end result.

Risk response

The investment portfolio is conservative and actively managed. The overall risk level is low. Interest rates rose during 2022 and 2023 but are now considered to be at, or close to, the peak of the cycle. Any reduction in interest rates should have a positive impact on the portfolio in 2024.

Risk Level: Low

Risk Owner: Chief Finance Officer

Annex 1a: Budget summary by organisational structure and function

2024 Consolidated Budget Annex "Budget summary by organisational group"	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Unit result	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure
	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
REGIONAL PROGRAMMES												
Programme	-	2,197	471	11,759	**14,427**	11,570	467	12,037	**1,002**	27,908	43,614	**83,559**
Management and leadership	1,320	600	2,144	3,265	**7,329**	4,631	2,177	6,808	**429**	-	-	**6,808**
Union	352	-	72	-	**424**	483	134	617	**(193)**	-	-	**617**
Corporates	191	200	478	9,438	**10,307**	8,685	2,824	11,509	**(1,340)**	-	-	**11,509**
TOTAL - REGIONAL OFFICES	**1,863**	**2,997**	**3,165**	**24,462**	**32,487**	**25,369**	**5,602**	**30,971**	**(102)**	**27,908**	**43,614**	**102,493**
CENTRES												
Programme	-	2,500	1,187	13,849	**17,536**	16,236	685	16,921	**615**	8,594	19,484	**44,999**
Management and leadership	-	-	78	1,315	**1,393**	926	61	987	**406**	6	-	**993**
Union	-	-	-	-	**-**	-	-	-	**-**	-	-	**-**
Corporates	125	290	744	1,052	**2,211**	1,727	488	2,215	**(4)**	-	-	**2,215**
TOTAL - CENTRES	**125**	**2,790**	**2,009**	**16,216**	**21,140**	**18,889**	**1,234**	**20,123**	**1,017**	**8,600**	**19,484**	**48,207**
HEADQUARTERS												
Programme	400	400	1,509	108	**2,417**	2,272	145	2,417	**-**	332	-	**2,749**
Management and leadership	1,213	1,259	196	64	**2,732**	2,475	480	2,955	**(223)**	-	-	**2,955**
Union	4,070	-	(15)	1,296	**5,351**	3,208	2,023	5,231	**120**	5,888	-	**11,119**
Corporates	2,864	4,614	8,620	817	**16,915**	12,202	4,713	16,915	**0**	320	-	**17,235**
TOTAL - HEADQUARTERS	**8,547**	**6,273**	**10,310**	**2,285**	**27,415**	**20,157**	**7,361**	**27,518**	**(103)**	**6,540**	**-**	**34,058**
PROVISIONS												
Programme	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**	**-**	**-**	**-**
Management and leadership	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**	**-**	**-**	**-**
Union	**330**	**-**	**-**	**-**	**330**	**-**	830	**830**	**(500)**	**-**	**-**	**830**
Corporates	**850**	**-**	**-**	**-**	**850**	**-**	600	**600**	**250**	**-**	**-**	**600**
TOTAL - PROVISIONS	**1,180**	**-**	**-**	**-**	**1,180**	**-**	**1,430**	**1,430**	**(250)**	**-**	**-**	**1,430**
GRAND TOTAL												
Programme	**400**	**5,097**	**3,167**	**25,716**	**34,380**	**30,078**	**1,297**	**31,375**	**1,617**	**36,834**	**63,098**	**131,307**
Management and leadership	**2,533**	**1,859**	**2,418**	**4,644**	**11,454**	**8,032**	**2,718**	**10,750**	**612**	**6**	**-**	**10,756**
Union	**4,752**	**-**	**57**	**1,296**	**6,105**	**3,691**	**2,987**	**6,678**	**(573)**	**5,888**	**-**	**12,566**
Corporates	**4,030**	**5,104**	**9,842**	**11,307**	**30,283**	**22,614**	**8,625**	**31,239**	**(1,094)**	**320**	**-**	**31,559**
GRAND TOTAL	**11,715**	**12,060**	**15,484**	**42,963**	**82,222**	**64,415**	**15,627**	**80,042**	**562**	**43,048**	**63,098**	**186,188**
Adjustment/reclassification	985	(685)	500	252	**1,052**	-	-	-	**1,052**	(1,900)	900	**(1,000)**
GRAND TOTAL after adjustment/reclassification	**12,700**	**11,375**	**15,984**	**43,215**	**83,274**	**64,415**	**15,627**	**80,042**	**1,614**	**41,148**	**63,998**	**185,188**
								Rounding differences	**(85)**			
									1,529			

Annex 1b: Budget summary by organisational structure

2024 Consolidated Budget Annex "Income and expenditure by unit structure"	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Unit result	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure
	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
REGIONAL PROGRAMMES												
Asia	338	507	692	4,696	**6,233**	4,895	1,203	6,098	**(151)**	4,680	8,301	**19,079**
Eastern and Southern Africa	204	306	581	5,795	**6,886**	5,860	630	6,490	**47**	4,796	16,181	**27,467**
Eastern Europe and Central Asia	68	102		506	**676**	563	92	655	**(8)**	417	339	**1,411**
IUCN Europe Regional Office	240	360	468	766	**1,834**	1,411	432	1,843	**(30)**	110	9	**1,962**
Mediterranean Cooperation Centre	92	139		1,466	**1,697**	1,417	176	1,593	**36**	889	400	**2,882**
Mexico, Central America and Caribbean	200	300	126	4,828	**5,454**	4,454	582	5,036	**77**	5,276	5,313	**15,625**
North America	160	440	594	221	**1,415**	1,096	291	1,387	**28**		25	**1,412**
Oceania	111	166	197	1,050	**1,524**	1,288	199	1,487	**(24)**	739	649	**2,875**
South America	130	195	32	867	**1,224**	997	202	1,199	**(21)**	808	598	**2,605**
West and Central Africa	200	300	449	1,795	**2,744**	2,333	289	2,622	**(70)**	3,593	11,603	**17,818**
West Asia	121	182	25	2,472	**2,800**	1,054	1,507	2,561	**15**	6,601	194	**9,356**
TOTAL - REGIONAL OFFICES	**1,864**	**2,997**	**3,164**	**24,462**	**32,487**	**25,368**	**5,603**	**30,971**	**(101)**	**27,909**	**43,612**	**102,492**
CENTRES												-
Centre for Economy and Finance	-	495	391	3,081	**3,967**	3,707	128	3,835	**132**	1,365	1,945	**7,145**
Centre for Society and Governance	-	445	(9)	3,271	**3,707**	3,339	98	3,437	**270**	1,770	2,142	**7,349**
Conservation Action Centre	-	420	83	5,325	**5,828**	5,263	161	5,424	**404**	3,663	14,854	**23,941**
Monitoring Evaluation and Learning	-	-	10	290	**300**	258	-	258	**42**	8	-	**266**
Nature-based Solutions (NbS) Management Hub	-	200	(126)	284	**358**	320	77	397	**(39)**	14	-	**411**
Science and Data Centre	-	940	916	2,913	**4,769**	4,276	282	4,558	**211**	1,780	543	**6,881**
Corporates centres	125	290	409	1,052	**1,876**	1,727	153	1,880	**(4)**			**1,880**
TOTAL - CENTRES	**125**	**2,790**	**2,009**	**16,216**	**21,140**	**18,890**	**1,234**	**20,124**	**1,016**	**8,600**	**19,484**	**48,208**
HEADQUARTERS												-
Commission Operating Funds	1,445	-	-	-	**1,445**	67	1,378	1,445	**-**	-	-	**1,445**
Corporate Services	3,672	3,945	4,683	2,108	**14,408**	12,009	2,277	14,286	**122**	6,206	-	**20,492**
Directorate	2,387	1,659	1,706	171	**5,923**	5,161	986	6,147	**(224)**	332	-	**6,479**
Global Finance Group	1,042	670	3,923	4	**5,639**	2,919	2,721	5,640	**(1)**	2	-	**5,642**
TOTAL - HEADQUARTERS	**8,546**	**6,274**	**10,312**	**2,283**	**27,415**	**20,156**	**7,362**	**27,518**	**(103)**	**6,540**	**-**	**34,058**
TOTAL - PROVISIONS	**1,180**	**-**	**-**	**-**	**1,180**	**-**	**1,430**	**1,430**	**(250)**	**-**	**-**	**1,430**
GRAND TOTAL	**11,715**	**12,061**	**15,485**	**42,961**	**82,222**	**64,414**	**15,629**	**80,043**	**562**	**43,049**	**63,096**	**186,188**
Adjustment/reclassification	985	(685)	500	252	**1,052**	-	-	-	**1,052**	(1,900)	900	**(1,000)**
GRAND TOTAL after adjustment/reclassification	**12,700**	**11,376**	**15,985**	**43,213**	**83,274**	**64,414**	**15,629**	**80,043**	**1,614**	**41,149**	**63,996**	**185,188**
									(85)			
									1,529			

List of Abbreviations

ABNJ.....(Marine) Areas Beyond National Jurisdiction

ADB.....Asian Development Bank

AGENT.....Advancing Gender in the Environment

BBNJ.....Biodiversity Beyond National Jurisdiction

BNCFF.....Blue Natural Capital Financing Facility

BOBLME.....Bay of Bengal Large Marine Ecosystem

BRS Conventions.....Basel, Rotterdam and Stockholm Conventions

CBD.....Convention on Biological Diversity

CCC.....IUCN Climate Crisis Commission

ccGAPs.....Climate Change Gender Action Plans

CEC.....IUCN Commission on Education and Communication

CEESP.....IUCN Commission on Environmental, Economic and Social Policy

CEM.....Commission on Ecosystem Management

CEPF.....Critical Ecosystem Partnership Fund

CIHR.....Conservation Initiative on Human Rights

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

CMS.....Convention on Migratory Species of Wild Animals

CPIC.....Coalition for Private Investment in Conservation

CoF.....Commission Operating Funds

COP.....Conference of the parties

EbA.....Ecosystem-based Adaptation

EC.....European Commission

EICAT.....Environmental Impact Classification for Alien Taxa

ENACT.....Enhancing Nature-based Solutions for an Accelerated Climate Transformation

EU.....European Union

FAO.....Food and Agriculture Organization of the United Nations

FEBA.....Friends of Ecosystem-based Adaptation

FUNDAECO.....Foundation for Ecodevelopment and Conservation

GBV.....Gender-based violence

GCF.....Green Climate Fund

GEF.....Global Environment Facility

GET.....Global Ecosystem Typology

GSAP.....Global Species Action Plan

GSAP SKILLS.....Global Species Action Plan – Species Conservation Knowledge, Information Learning, Leverage and Sharing Online Knowledge (Platform)

HRC.....Human rights in conservation

HRMS..... Human Resources Management System

IAS.....Invasive Alien Species

IBAT.....Integrated Biodiversity Assessment Tool

ICI.....Inclusive Conservation Initiative

IFAD.....International Fund for Agricultural Development

IIFB.....International Indigenous Forum on Biodiversity

IMPAC.....International Marine Protected Areas Congress

INC.....Intergovernmental Negotiating Committee

IOP.....International Organisation Partner

IPs.....Indigenous Peoples

IPBES.....Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

IPCC.....Intergovernmental Panel on Climate Change

IPLC.....Indigenous Peoples and local communities

IPME.....Institutional Performance Management and Evaluation

IRENA.....International Renewable Energy Agency

ISC.....International Standard Committee

ISEAL.....International Social and Environmental Accreditation and Labelling (Alliance)

ISSG.....Invasive Species Specialist Group

ITHCP.....Integrated Tiger Habitat Conservation Programme

IUFRO.....International Union of Forest Research Organizations

KBAs..... Key Biodiversity Area

KMGBF.....Kunming-Montreal Global Biodiversity Framework

LAC..... Latin America and the Caribbean

LDN..... Land Degradation Neutrality

MPA.....Marine Protected Area

MSP.....Marine Spatial Planning

NbS.....Nature-based Solution

NBSAP..... National Biodiversity Strategy and Action Plan

NDC.....Nationally Determined Contribution

NGO.....Non-governmental Organisation

OCTs.....Overseas Countries and Territories

OECM.....Other effective area-based conservation measure

ORs.....Outermost Regions (of the EU)

ORMACC.....IUCN Regional Office for Mexico, Central America and the Caribbean

PA.....Protected area

RCF.....Regional Conservation Forum

RISE.....Resilient, Inclusive and Sustainable Environments

RITTE..... Restoration Intervention Typology for Terrestrial Ecosystems

RLE.....Red List of Ecosystems

SAICM.....Strategic Approach to International Chemicals Management

SCF.....Subnational Climate Fund

SDG.....Sustainable Development Goal

SEEA.....System of Environmental Economic Accounting

SIDS.....Small Island Developing States

SOS.....Save Our Species

SPP.....Science Policy Panel (on Chemicals, Waste and Pollution prevention)

SPREP.....Secretariat of the Pacific Regional Environment Programme

SSC.....IUCN Species Survival Commission

STAR.....Species Threat Abatement and Restoration

STRP.....Scientific and Technical Review Panel

SUR.....IUCN Regional Office for South America

TNFD.....Taskforce on Nature-related Financial Disclosures

UN.....United Nations

UNCCD.....UN Convention to Combat Desertification

UNCLOS.....UN Convention on the Law of the Sea

UNDP.....UN Development Programme

UNEA.....United Nations Environment Assembly

UNECE.....UN Economic Commission for Europe

UNEP.....UN Environment Programme

UNFCCC.....UN Framework Convention on Climate Change

VBO.....Venue-based organisations

WCC.....IUCN World Conservation Congress

WCEL.....IUCN World Commission on Environmental Law

WCPA.....IUCN World Commission on Protected Areas

WRI.....World Resources Institute

WTO.....World Trade Organization

WWF.....World Wild Fund for Nature

YAC.....Youth Advisory Committee

Proposed amendments to Regulation 94 with the purpose of shortening the duration of the electronic ballot, as requested by Council decision C109/6, paragraph 3.a (May 2023)

Part X - Electronic Ballot

94. Where an electronic ballot is required under the Statutes[1], an electronic ballot shall be carried out in accordance with the following procedure:

a. The Director General shall transmit a first formal notice of the electronic ballot together with the proposal(s) on which to vote and the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum. The length of the online discussion shall not be less than four weeks.

b. The Council may decide to convene one or more meetings of a contact group, exclusively by electronic means and open to all IUCN Members, subject to the application of Article 13 (a) of the Statutes, with the purpose of producing a consensus text that can be put to the vote. These fully virtual contact groups should be held during the online discussion and the outcomes of such contact group meetings must be posted online, visible to all Members, before the end of the online discussion.

c. Following the close of the online discussion, the Council will:

i. submit each proposal, as amended during the online discussion or together with proposed amendments, as appropriate, to the electronic vote of the IUCN Members eligible to vote and, if appropriate, ask the Members if they want to refer the matter to the next session of the World Congress; or

ii. refer to the World Congress for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by electronic vote, with the exception of electronic votes that have been requested by IUCN Members pursuant to Article 94 of the Statutes.

d. A second formal notice of the electronic ballot, together with the proposal(s) as amended during the online discussion or together with the proposed amendments, as appropriate, shall be circulated

[1] See Article 94 of the IUCN Statutes

by the Director General of IUCN via electronic communication to the Members of IUCN who are eligible to vote, two weeks in advance of the date/time of the opening of the electronic ballot. The notification shall include the link to the electronic system to cast the vote and specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote.

e. The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to cast its vote and must return via electronic communication prior to the date and time of the closing of the particular ballot.

f. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process, except for the vote on motions prior to Congress pursuant to Rule 62*quinto* (a) which shall be monitored by the Election Officer when the electronic system used is the same as during the Congress.

g. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.

h. In accordance with Article 94 of the Statutes, if urgent circumstances so require, the Council may, by a two-thirds majority of votes cast, apply shorter deadlines than those established in the previous paragraphs.

95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 e. shall be used mutatis mutandis.

PPC Policy Procedures and Oversight

(Approved by the IUCN Council, decision C110/18, November 2023)

This document has been revised from its 2010 version adopted by Council through Decision C74/17. It is aligned with the IUCN Procedures for Engaging in International Policy Meetings (2022), approved by Council through Decision C109/27 (May, 2023).

Background

There is a need to clarify the role of the Programme and Policy Committee (PPC) and through it, the Council, in the formulation, interpretation, coordination, and communication of IUCN policy. This need reflects the growing external demand on IUCN for policy advice.

The IUCN World Conservation Congress is the highest decision-making body within the Union and through the adoption of Resolutions and Recommendations, Members set IUCN's general policy. The Council has an overarching responsibility to ensure policies mandated by Congress Resolutions, Recommendations and decisions are properly interpreted, articulated, advocated, and given effect. The Secretariat, through the Director General and her/his designees, has the authority to issue policy statements and develop position papers consistent with Congress Resolutions and Council decisions, in coordination with Council.

Given the dynamic world in which we operate, there is also a need for the interpretation and discussion of policies across a broad sweep of thematic areas which are critical to IUCN's core mission. Strong and relevant policies are key to enable the IUCN Programme to be delivered by all constituents of the Union, i.e., the Secretariat, the Commissions, and Members including the Regional and National Committees. Integrated, coordinated policy development and advocacy are key to the successful impact of IUCN on global biodiversity conservation. It is expected that coordinated policy development would allow for IUCN structures to operate in a more decentralized, effective and nimble way.

Policy Documents

IUCN produces a wide array of policy documents, among which:

1. **Resolutions and Recommendations**, adopted by IUCN Members every four years at the World Conservation Congress, which constitute IUCN's general policy;
2. **Council rulings**, including policy guidelines, policy interpretations, public statements, and policy advice and directions to the Director General;
3. **Policy statements** and **position papers**. The former are policies which are of a substantive, long-term and strategic nature (e.g. gender policy statement). The latter reflect more time-bound and strategic or tactical responses and include policy recommendations and briefings directed at a particular event or meeting (e.g. policy recommendations for a Conference of the Parties or subsidiary body of the UNFCCC, CITES, CBD, CMS, etc).

It is also useful to note the different uses of these policy documents, including:

- Policy statements made in response to urgent, time-dependent public calls;
- Policies that are of a highly technical or scientific content;
- Policies addressing programmatic issues with a political dimension; and
- Interventions to influence decision makers that can be directed to governments, corporations, or the general public.

For an non-exhaustive typology of policy-related documents refer to the IUCN Procedures of 2022, page 4.

PPC responsibilities

The PPC needs to take a proactive role in fulfilling its policy responsibilities as follows:

(1) Providing clear interpretation and direction, via Council, to the Director General/Secretariat on particular policies, especially for issues where there is not a clear IUCN general policy stemming from IUCN Resolutions, or for policy advocacy strategies with specific intergovernmental fora but also building on the IUCN Programme and Resolutions;

(2) Reviewing draft policy statements and position papers to ensure they are in accord with IUCN general policies in Resolutions/decisions of the Congress, and are effective and appropriate given current circumstances. These reviews should be ongoing and where necessary include review and feedback during the development of policy statements and position papers and subsequently through assessment of results.

(3) Provide systematic oversight to ensure IUCN policy documents are coherent, comprehensive and promote positive synergies, and are consistent with Resolutions, Recommendations and decisions of the Congress and the agreed priorities of Members; and

(4) Provide recommendations to Council on the need for developing and adopting policies to fill gaps and to address new and emerging issues.

IUCN policy process

Following previous Council decisions and in line with the IUCN Procedures for Engaging in International Policy Meetings (2022), the IUCN policy process involves a number of steps and elements.

(a) Members define the general policy of IUCN through Resolutions, Recommendations and decisions adopted at the World Conservation Congress.

(b) Within the general policy agreed and adopted by the World Conservation Congress, the Council is empowered to give rulings and to determine complementary policy guidelines. Council can also adopt and publicise statements on important issues concerning the objectives and positions of IUCN. These can take the form of policy statements. In any case, Council's public statements must be in accordance with IUCN general policy. Council can also direct the Director General to issue a policy statement.

(c) The Director General, as the head of the Secretariat, is authorised to issue policy statements and position papers on behalf of IUCN without first seeking Council approval, but these must be in accordance with Congress Resolutions and Council directives. However, coordination with Council is highly preferable.

(d) Commissions provide expert findings, technical and scientific inputs that contribute to shape IUCN's policy positions. If Commission Chairs or subsidiary bodies of Commissions engage in policy advocacy on issues that have not been agreed by Congress or Council, they must clearly identify that these positions are on behalf of the Commission or subsidiary body only (Committee, Specialist Group, etc.) and not all of IUCN. In such a case, the Commission or subsidiary body can only use the logo of the Commission or subsidiary body and not that of IUCN itself. Furthermore, Commissions or subsidiary bodies of Commissions cannot issue policy positions that conflict with IUCN policies, Resolutions or Decisions of the Congress.

(e) Consistent with the One Programme Charter, and as documented in the 2022 IUCN Procedures, position papers, must be based on the relevant policy influencing strategy and the agenda of the relevant meeting and developed through a participatory process that includes: (a) consultation with all relevant components across the Union - Council, Secretariat, Commissions; and (b) review by PPC when Council meets and intersessionally, when necessary. It is particularly important that the Secretariat seek PPC interpretation and guidance (i) where policy is unclear, (ii) where there are competing policies, and (iii) where there are policy gaps; and that in response, PPC, via Council, gives clear rulings and guidelines to the Director General.

(f) As part of a pro-active approach, PPC will include consideration of policy needs in response to new and emerging issues as an item on its agenda for Council meetings.

Note that PPC's input may be needed between Council meetings to help ensure that the formulation and use of policy statements proceed in a timely manner as IUCN is often under time pressure to

produce policy options and recommendations within short time frames, and increasingly in response to new and emerging issues.

It is also noted that:

- Commissions and the Secretariat can issue technical briefs and discussion documents. But, these are 'non-policy papers' in that they cannot express or advocate a policy position on behalf of IUCN and should not contain policy recommendations.
- National and Regional Committees may issue statements relevant to the objectives of IUCN, provided that this is done solely on behalf of the Committee and does not commit IUCN to any financial, legal or policy obligations.

Policy Overseer Guidelines

The PPC must exercise its judgement in interpreting policy, resolving tensions between competing policies, and providing guidance on new issues. While IUCN policies must be pragmatic, they must also serve to catalyse and enable transformational change in support of IUCN's mission and objectives, consistent with decisions of the Congress. Therefore, in discharging its responsibilities under this Policy Overseer Procedure, PPC will give consideration to the following guidelines which draw upon, among other things, the IUCN Statutes as well as the Earth Charter principles (mandated through Resolution 22 adopted at the third IUCN World Conservation Congress in 2004 as a guide to IUCN policy).

1. *Respect both houses*
IUCN policies often involve a difficult integration of the tensions arising from the two 'houses' of the IUCN Membership (a general rule of thumb is that non-government Members often seek more progressive and prescriptive policies than do government Members). Furthermore, the position that IUCN occupies in the international arena requires that a principled and evidence-based approach is taken that is mindful of the need for diplomacy.

2. *Make a difference*
The planet is in the grip of both a biodiversity crisis and climate crisis. Minimalist and overly-cautious policy responses may do more harm than good or simply serve to delay the point in time when the biosphere is exhausted. Given that we have already exceeded Earth's ecological carrying capacity, we need policies that promote 'net positive outcomes' which fix the problem faster than we are causing it. Policies are needed that result in both the protection and restoration of species and ecosystems.

3. *Focus on 'first order' problems*
Policies, policy statements and position papers need to target the most crucial issues and not avoid the big, difficult problems. There is an understandable tendency to 'follow the path of less resistance' and address 'second order' and less urgent concerns. This issue is especially important when considering policies that address (a) the major threats to species, ecosystems and sustainable livelihoods (habitat loss, fragmentation and degradation; invasive species; over-exploitation; land and sea-use change; pollution; pathogen spillover and zoonoses; and changed hydrological and fire regimes) and (b) the impacts from extractives, landscape- (and seascape-) transforming land use activities including the industrial production of bio-fuels and bio-materials, industrial-scale forestry, and mining.

4. *Expand the scope of Environmental Assessments*
IUCN policy should expand the scope of environmental impact assessment beyond 'minimalist compliance' with legislative requirements. IUCN should always maintain the right to critique the merit and validity of a project *per se* including (a) recommending the 'no go' and 'go elsewhere' options for large scale developments even if these are economically more expensive options for the developer, and (b) evaluating the indirect and long-term aggregate impacts on the conservation needs of species and ecosystems and the sustainable livelihoods of local communities.

5. *Be evidence-based with a priority focus on biodiversity*

The best available evidence should always be applied. However, using the best available evidence does not eliminate uncertainty. When facing uncertainty, IUCN policy should in the first instance prioritise biodiversity, by always embracing and fully implementing the Precautionary Principle.

6. *Articulate between scientific, economic and social factors*
Policies should articulate when recommendations are based on (a) what science is saying we should do to protect and restore species and ecosystems, and (b) the relevant social, economic and ethical factors that need to be taken into account to achieve practical and sustainable conservation outcomes over specified time periods.

Terms of Reference for the IUCN Academy Advisory Board

1. Background and purpose

In its decision C109/18, the IUCN Council established an Academy Advisory Board as outlined in the Academy draft strategy.

2. Role of the Advisory Board

The Advisory Board is an advisory body, which shall provide advice to the management of the IUCN Academy on strategic development and specific operation issues related to its activities. It shall act under the authority of the Director General and report to it.

3. Composition

3.1. The Advisory Board is composed of the following Members:

3.1.1. A Chairperson (the "Chair"), who should be a person with sufficient knowledge and understanding of IUCN, but who does not hold an official function within IUCN.

3.1.2. Up to nine members covering the following categories:

(a) Two IUCN Commission Chairs nominated by the group of Commission Chairs;

(b) Two representatives of the IUCN Academy academic partners nominated by the academic partners;

(c) One Regional Director and one Centre Director, with ongoing and planned portfolio of activities with the Academy, nominated by the Academy Director;

(d) Up to three external experts from different sectors appointed by the DG, upon recommendation from the Advisory Board.

3.2. To ensure alignment of the IUCN Academy's strategy with the IUCN's World Conservation Congress cycles, the Chair and the members of the Advisory Board will be appointed for an initial period running until the IUCN World Conservation Congress in 2025, and subsequently for periods of four years following the WCC agenda.

3.3. Quorum for the Advisory Board is five members if it is composed of seven Members, and six members, if it is composed of eight to nine members.

3.4. The Director General appoints all Members of the Advisory Board, including the Chair, whose role is to run the meetings and distribute the minutes including the Board's recommendations. The Chair will be assisted by the Secretary to the Advisory Board.

3.5. The composition of the Advisory Board and its categories of members can be ~~added~~modified upon ~~proposal and consensus amo~~recommendation from the Advisory Board Members and validation by the Director General. The Terms of Reference of the Advisory Board will be amended accordingly.

~~3.5.~~3.6. A Member has the right to renounce to its seat in the Advisory Board before the end of its mandate by giving a written notice of its decision to the AB Secretariat. Its renouncement will take effect three months after the receipt of its decision to allow the search for a suitable replacement for his/her seat.

3.7. Members can be requested to step down for the Advisory Board~~Members will be excluded~~ if they miss two consecutive Advisory Board meetings without justification or upon consensus among the other Advisory Board Members.

~~3.6.~~3.8. Should a member have a conflict of interest as defined in IUCN's Code of Conduct, or a conflict of loyalty due to responsibility with respect to a particular matter under consideration, they will recuse themselves from the respective discussion and recommendation.

4. Responsibilities

As part of its role, the Advisory Board shall provide advice to the management of the IUCN Academy on strategic matters regarding its development, which include:

(a) Reviewing and providing input into the IUCN Academy's strategic plan for the upcoming year.

(b) Supporting the identification of potential sources of knowledge and teaching expertise within and outside IUCN to participate in the development and/or delivery of the Academy portfolio of courses.

(c) Sharing expertise and ideas to contribute to the successful development of the Academy.

5. Frequency of Advisory Board meetings

The Advisory Board will meet three times a year. As a rule, the meetings will be held by virtual means.

6. Engagement with IUCN Commissions

As stated in Council decision C109/18, the Advisory Board will proactively engage with IUCN Commissions through the following process:

6.1 The Secretariat will approach each Commission to request the contact of a Commission member who shall serve as a focal point to the Advisory Board. The focal points are not members of the Advisory Board, unless nominated as representatives pursuant to section 3.1.2(a). They are part of the interaction mechanism with the Commissions.

6.2 The Advisory Board will share its agenda in advance through the Commissions' focal points.

6.3 In advance of each Advisory Board meeting, Commissions will have the opportunity to share ideas and opinions with the Advisory Board by sending them to the Advisory Board Secretary, through their focal points.

7. Engagement with the academic partners of the IUCN Academy

The Advisory Board will share its agenda in advance with the all the academic partners, who will have the opportunity to share their ideas and comments by sending those to the Advisory Board Secretary.

8. Advisory Board recommendations

The Advisory Board shall make every effort to adopt its recommendations by consensus. If this is not possible, recommendations shall be adopted by a simple majority of the parties present and voting. In case of a split vote, the Chair shall have a casting vote.

9. Communication and filing of recommendations

Copies of the submitted documents and Advisory Board meeting minutes including any recommendations made by the Board are kept on file by the Secretary to the Advisory Board.