93e réunion du Conseil de l'UICN, Gland (Suisse), 19-21 novembre 2017

DÉCISIONS

Déc. #	Décision du Conseil
Ordre du jour (Point 1 de l'ordre du jour)	
C/93/1	Le Conseil de l'UICN, Adopte l'ordre du jour de sa 93e réunion (version 6 en date du 19 novembre 2017) (**Annexe 1**)
Rapport du Bureau (point 2 de l'ordre du jour) • **Processus pour la nomination du Trésorier de l'UICN** • **Nomination des membres additionnels du Comité directeur de la CPEES**	
C/93/2	Le Conseil de l'UICN, Approuve les décisions suivantes du Bureau du Conseil de l'UICN (73e réunion, 18 novembre 2017) : • B/73/1 - Processus pour la nomination du Trésorier de l'UICN (**Annexe 2**) et • B/73/2 - Nomination des membres additionnels du Comité directeur de la Commission des politiques économiques, environnementales et sociales (CPEES) (**Annexe 3**).
Objectifs de la Directrice générale pour 2018 (point 3 de l'ordre du jour)	
C/93/3	Le Conseil de l'UICN, Approuve les objectifs de la Directrice générale pour 2018, en prenant en compte les commentaires émis lors de la réunion du Conseil. (**Annexe 4**)
Plans de travail 2018 des Commissions de l'UICN (point PPC/2 de l'ordre du jour)	
C/93/4	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, Approuve les plans de travail 2018 des Commissions de l'UICN. (**Annexe 5**)
Plan de travail et budget 2018 de l'UICN (point 6 de l'ordre du jour)	
C/93/5	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques et du Comité des finances et audit, Approuve le Plan de travail et le Budget 2018 de l'UICN en prenant en compte les points liés au Plan de travail 2018 de l'UICN débattus lors de la réunion du Comité du Programme et des politiques, tels que reflétés dans son rapport ; (**Annexe 6**) *Sur recommandation du* Comité des finances et audit, Demande que, dans le cas où le Conseil ou son Bureau, après étude du rapport qui sera préparé par le sous-comité du Comité des finances et audit dans les 60 jours, accepte le principe d'affectation d'une ligne budgétaire pour les déplacements des Conseillers, la Directrice générale prenne en considération cette requête dans le budget 2018, dans la

	mesure du possible.
Norme de la Liste verte de l'UICN des aires protégées et conservées (point PPC/5.2 de l'ordre du jour)	
C/93/6	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, Approuve la norme de la Liste verte de l'UICN des aires protégées et conservées version 1.1, pour permettre sa mise en œuvre mondiale par l'Union, sous la direction du Programme mondial sur les aires protégées de l'UICN et de la Commission mondiale des aires protégées de l'UICN. (**Annexe 7**)
Personne focale mondiale du Conseil de l'UICN pour les océans mondiaux (point PPC/6.7 de l'ordre du jour)	
C/93/7	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques (CPP), Nomme Peter Cochrane Personne focale mondiale du Conseil de l'UICN pour les océans mondiaux, et le charge de l'élaboration du mandat provisoire du poste, à décider par le CPP.
Alliance urbaine de l'UICN (point PPC/7 de l'ordre du jour)	
C/93/8	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, Approuve la création de l'Alliance urbaine de l'UICN et la nomination de Jonathan Hughes come Président de l'Alliance urbaine de l'UICN ; Approuve la vision et les objectifs de l'Alliance urbaine de l'UICN, tels que préparés par le Groupe d'études urbain ; et Demande au Groupe d'études urbain, conformément à son mandat, de choisir les membres du Comité directeur de l'Alliance urbaine de l'UICN et d'organiser la réunion d'inauguration début 2018, en fonction de la disponibilité du financement.
Pacte mondial pour l'environnement (point PPC/5.4 de l'ordre du jour)	
C/93/9	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, Salue l'initiative du Pacte mondial pour l'environnement, qui reconnaît et s'appuie sur l'autorité de l'UICN pour promouvoir l'état de droit environnemental, notamment la Charte Mondiale de la nature (1982), qui a fêté son 35^{e} anniversaire le 28 octobre 2017 ; et Demande à la Commission mondiale du droit de l'environnement de l'UICN de continuer son travail pour contribuer à la rédaction et au développement du Pacte mondial, et demande à la Directrice générale d'utiliser le pouvoir de rassemblement de l'UICN pour offrir une plateforme facilitant les débats.
Politique et procédures sur les contrats à terme pour les risques de change (point FAC/10 de l'ordre du jour)	
C/93/10	Le Conseil de l'UICN, *Sur recommandation du* Comité des finances et audit,

	Approuve la politique et procédure sur les contrats à terme pour les risques de change. (**Annexe 8**)
Candidatures à l'admission à l'UICN (point GCC/2.1 de l'ordre du jour)	
C/93/11	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. Approuve l'admission de 14 organisations et/ou institutions candidates à l'admission à l'UICN; (**Annexe 9**) 2. Approuve l'admission de **Lahore Waste Management Company** [1], Pakistan; 3. Approuve l'admission de la **Fondation David Suzuki** [2], Canada; 4. Recommande l'admission du **Fonds international pour le bien-être animalier** (IFAW), Etats-Unis ; et soumet la décision d'admettre le Fonds international pour le bien-être animalier (IFAW) comme Membre de l'UICN aux Membres de l'UICN ayant droit de vote, par scrutin électronique; 5. Rejette l'admission de: a. **Être Comme Les Autres** (ECLA), Burkina Faso, la raison étant qu'il s'agit essentiellement d'une organisation axée sur l'action sociale et non la conservation; b. **Coletivo Nacional de Pesca e Aquicultura** (CONEPE), Brésil, la raison étant qu'il n'existe aucune trace d'actions en faveur de la conservation menées par cette organisation; c. **World Forum on Shooting Activitie** (WFSA), Belgique, la raison étant qu'il n'existe aucune trace d'actions claire en faveur de la conservation menées par cette organisation; d. **Fundación Luis Ernesto de Los Andes**, Bolivie, la raison étant qu'il n'existe aucune trace d'actions claire en faveur de la conservation menées par cette organisation; 6. Reporte l'admission de **Exploralis**, Tunisie ; et demande au Secrétariat de chercher des informations supplémentaires auprès de cette organisation concernant ses statuts et objectifs, et auprès des Membres en Tunisie ; 7. Reporte l'admission de la Fondation **Tajijin (AITA)**, Chine **;** et demande au Secrétariat de chercher des informations supplémentaires auprès du Bureau national de l'UICN en Chine et du Bureau régional de l'UICN en Asie concernant l'article 7 des Statuts de l'UICN.
Stratégie des Membres (point GCC/2.4 de l'ordre du jour)	
C/93/12	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, Demande à la Directrice générale de veiller à ce que la stratégie des Membres inclue le recrutement de nouveaux Membres issus de régions où les Membres sont actuellement sous-représentés.
Membres dont les droits sont abrogés ou qui se retirent (point GCC/2.5 de l'ordre du jour)	
C/93/13	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. Recommande à la Directrice générale d'identifier les opportunités pour continuer à impliquer les Conseillers régionaux dans des événements de haut-niveau, afin de leur

[1] V. Annexe 9 pour des informations additionnelles.

permettre de s'impliquer plus efficacement dans le renforcement de l'Union;
2. Approuve le processus du plan de paiement [2] pour les Membres dont les droits ont été abrogés par le Congrès 2016, et encourage le Secrétariat à suivre un processus similaire pour les futurs Congrès;
3. Approuve la proposition [3] d'organiser un vote électronique des Membres pour abroger les droits des Membres biannuellement, à partir de 2018. Pendant les années de Congrès, le vote aura lieu pendant le Congrès.

Changements de nom ou de catégorie des Membres (point GCC/2.2 de l'ordre du jour)

C/93/14

Le Conseil de l'UICN,
Sur recommandation du Comité institutionnel et de gouvernance,
1. Approuve la demande de quatre Membres actuels de l'UICN de changer de catégorie comme suit :
   a) Cape Nature, Afrique du Sud, d'organisme gouvernemental à affilié ;
   b) Israel Nature and Parks Authority, Israël, d'affilié à organisme gouvernemental ;
   c) Kamehameha Schools, Etats-Unis, d'affilié à organisation de peuples autochtones ;
   d) Biosphere Expeditions, Royaume-Uni, d'ONG internationale à ONG nationale ;

2. Prend bonne note du changement de nom de deux organisations actuellement Membres, tel que suit :

Pays	Nom précédent	Nouveau nom
Australie	Department of Parks and Wildlife	Department of Biodiversity, Conservation and Attractions
Australie	Australian Network of Environmental Defender`s Offices Ltd.	Environmental Defenders Offices of Australia

Questions liées aux ONG internationales (point GCC/2.3 de l'ordre du jour)

C/93/15

Le Conseil de l'UICN,
Sur recommandation du Comité institutionnel et de gouvernance,
1. Convient que les candidatures d'admission provenant des organisations non-gouvernementales internationales doivent être envoyées par le siège de l'organisation ;
2. Convient que, si l'organisation est admise en tant que Membre de l'UICN, elle sera enregistrée dans le pays où son siège est situé ;
3. Demande au Secrétariat de procéder à un examen des ONG internationales actuelles, et de procéder aux changements nécessaires dans la base de données des Membres ;
4. Accepte que les ONG internationales Membres de l'UICN participent aux Comités nationaux et régionaux des pays/régions où elles sont présentes, en tant qu'observateurs avec doit de parole et lorsqu'elles sont invitées par le Comité national/régional concerné, mais elles ne peuvent voter que dans le Comité national/régional dans lequel leur siège est situé.

[2] V. les documents du Conseil de l'UICN C/93/GCC/2.5rev et C/93/7.1rev (Rapport du Comité institutionnel et de gouvernance au Conseil).

Cotisations des Membres (point GCC/2.6 de l'ordre du jour)	
C/93/16	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. Approuve la méthodologie actuelle pour le calcul des cotisations des Membres [3] ; 2. Demande au Secrétariat d'étudier davantage le potentiel de recrutement de nouveaux Membres parmi les zoos, aquariums, jardins botaniques, universités et musées, grâce à la création d'une nouvelle catégorie de cotisations, et de présenter ses conclusions lors de la 94e réunion du Conseil en mai 2018 ; 3. Prend note des problèmes concernant la réception des paiements de la République islamique d'Iran et de la République populaire démocratique de Corée.
Reconnaissance du Comité national des Membres de l'UICN du Bénin (point GCC/2.7.1 de l'ordre du jour)	
C/93/17	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance (GCC), en se basant sur l'évaluation menée par le Secrétariat, Approuve la reconnaissance du Comité national des Membres de l'UICN du Bénin.
Règlements intérieurs révisés du Comité régional pour l'Amérique du Sud, et du Comité national de Membres de l'UICN de l'Equateur (point GCC/2.7.2 de l'ordre du jour)	
C/93/18	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. Prend note des Règlements intérieurs révisés du Comité régional pour l'Amérique du Sud, et du Comité national de Membres de l'UICN de l'Equateur ; et 2. Note que le Comité régional de l'UICN pour l'Amérique du Sud et le Comité national de l'Equateur continueront, pour l'instant, à opérer conformément aux règlements révisés. 3. Demande au Comité institutionnel et de gouvernance de réviser le statut et le rôle, et notamment les droits de vote, des Commissions au sein des Comités nationaux et régionaux.
Congrès mondial de la nature 2020 (point GCC/3.3 de l'ordre du jour)	
C/93/19	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, Prend note et remercie le gouvernement français pour sa proposition d'accueillir le Congrès mondial de la nature de l'UICN 2020 à Marseille, et attend avec impatience de pouvoir étudier le résultat de l'analyse technique et de risque de la proposition, de l'inspection du site et des négociations de la Convention d'accueil provisoire, afin que le Conseil puisse prendre une décision lors de sa prochaine réunion en avril/mai 2018.

[3] V. le document du Conseil de l'UICN C/93/GCC/2.6 et le Guide des cotisations pour les Membres de l'UICN 2017-20.

Rapports des Comités permanents du Conseil de l'UICN (point 7 de l'ordre du jour)	
C/93/20	Le Conseil de l'UICN, *Sur recommandation* des Comités permanents du Conseil, Approuve les rapports écrits des Comités permanents du Conseil de l'UICN[4], révisés selon le cas lors de la réunion du Conseil : 1. Comité institutionnel et de gouvernance (**Annexe 10**) ; 2. Comité du Programme et des politiques (**Annexe 11**) ; et 3. Comité des finances et audit (**Annexe 12**).

30.11.2017

[4] Les décisions du Conseil présentées dans les rapports écrits des Comités permanents et qui ont été approuvées par le Conseil sont présentées séparément dans le présent document.

Annex 1

93rd Meeting of the IUCN Council
Gland, 19-21 November 2017

Agenda

(Approved by the IUCN Council, decision C/93/1)

For information: other related meetings (all meetings will be held at the Secretariat HQ unless indicated otherwise)	
Bureau of the Council (room: Think Tank)	18 November 09:00-17:00
Chairs of the Commissions (room: Kinnarps)	18 November 15:00-17:00
President, DG and Commission Chairs (annual evaluation)	19 November 19:00-20:00
Private Sector Task Force [1] (room: Mountains)	18 November 17:00-19:00
Urban Task Force [1] (room: Wetlands)	18 November 15:00-17:00
Climate Change Task Force [1] (room: Wetlands)	21 November 12:30-14:00
Presentation investment managers to FAC (Red List A)	21 November 12:30-14:00
Pre-working group on WCC-2016-Res-003 (Library)	18 November 17:00-19:00

Sunday, 19 November 2017
(Location: Secretariat HQ)

Time	Agenda Item/Content[2]	Documents
All day	**Meetings of the standing committees of the IUCN Council** *The agendas of the committees constitute an integral part of the Council agenda* **IMPORTANT TO NOTE:** 12:30-14:00: **Lunch Presentation of Regional and Global Programs** *(Main room)* by: • Boris Erg, Director, IUCN Regional Office for Eastern Europe and Central Asia, Belgrade • Luc Bas, Director, IUCN European Regional Office, Brussels *Continuing the longstanding practice of Regional and/or a Global Thematic Directors presenting their work priorities, achievements and challenges with the purpose of enabling Council members to familiarize themselves with the decentralized Secretariat.*	**PPT Boris Erg** PPT Luc Bas
08:30-12:30 and 14:00-18:00	**Programme and Policy Committee (PPC) (Red List A)** **1. IUCN Annual Report 2016** *(Implementation of the IUCN Programme by the Secretariat and the Commissions)* **2. Commission Plans 2017-20 and Commission Annual Work Plans 2017 and 2018** **3. Draft 2018 IUCN Work Plan** **4. Annual update on evaluations** **5. Specific Programme and Policy issues** **5.1** Implementation of Resolution *WCC-2016-Res-001 - Identifying*	**Doc C/93/PPC/1** **Doc C/93/PPC/2rev** **Doc C/93/6** **Doc C/93/PPC/5.1**

[1] The chairs of the three task forces established by the Programme and Policy Committee (PPC) on 24 August 2017 have convened a face-to-face meeting of their TF at the occasion of the 93rd Council meeting. The initial membership of the task forces is indicated in the chart of "Subsidiary bodies of the IUCN Council 2016-20". For the ToR of the task forces, see summary minutes of the 41st PPC meeting 24 August 2017.
[2] Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

	and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions: initial consideration of the process to retire obsolete IUCN Resolutions	
	5.2 Consideration of a Green List Standard	**Doc C/93/PPC/5.2**
	5.3 Update on developments regarding the Post-2020 Biodiversity Framework discussions (cf. *WCC-2016-Res-096* - *Safeguarding space for nature and securing our future: developing a post-2020 strategy* and Decision CBD/COP/13/1)	
	5.4 Global Pact for the Environment	**Doc C/93/PPC/5.4rev**
	6. Follow-up on assignments	
	6.1 WCC-2016-Res-018 – *Toward an IUCN standard classification of the impact of invasive alien species* (IUCN Environmental Impact Classification for Alien Taxa)	
	6.2 WCC-2016-Res-030 - *Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas*	
	6.3 WCC-2016-Res-045 – *Protection of primary forests, including intact forest landscapes* (Policy statement on the importance of the conservation of primary forests)	
	6.4 WCC-2016-Res-075 - *Affirmation of the role of indigenous cultures in global conservation efforts*	
	6.5 WCC-2016-Res-086 – *Development of IUCN policy on biodiversity conservation and synthetic biology*	
	6.6 DEC C/92/8 annex 7 PPC Report p. 5 - Relationships between healthy ecosystems and human health and a health dimension in the work of IUCN	
	6.7 DEC C/92/8 annex 7 PPC Report p. 7 regarding Council focal persons. Discussion about: a. **Amendment to Regulation 45*bis*** to include more generic wording b. ToR and appointment of a **Gender focal person** c. ToR and appointment of an **Oceans focal person**	
	7. Reports from Task Forces established by the PPC • **Urban Task Force (UTF)**, including progress with implementation of WCC-2016-Res-029 - *Incorporating urban dimensions of conservation into the work of IUCN* • **Private Sector Task Force (PSTF)** *Note: under this agenda item, Task Force reports are listed only if/when they wish to submit recommendations or update the PPC on progress.*	**UTF Documents** **Doc C/93/PPC/7/1** **PSTF Documents**
	8. Other issues announced in advance	
	8.1 Update on the development of a strategic vision for the future of agriculture and food systems	
09:00-12:30 and 14:00-18:00	**Finance and Audit Committee (FAC) (Red List B)**	
	1. Welcome and approval of the agenda	**Doc C/93/FAC/1**
	2. Financial results to date and forecast 2017	**Doc C/93/FAC/2**
	3. Resource mobilisation update	**Doc C/93/FAC/3**
	4. Review of the Draft IUCN 2018 Budget for submission to Council for approval	**Doc C/93/6**
	5. 2017 Audit Plan	
	6. Policy and procedures framework	
	7. HR policy framework	
	8. Report from the Head of Oversight	
	9. Report from the Legal Adviser	
	10. Investment update including portfolio performance and review	**Doc C/93/FAC/10**

	of portfolio structure and constituents **11. Update on information systems projects** **12. Any other business**	**PPT C/93/FAC/11**
08:30-12:30 and 14:00-18:00	**Governance and Constituency Committee (GCC) (Library)** **1. Governance issues:** **1.1 Amendments to the Statutes, Rules and Regulations resulting from the Bureau's working group** **1.2 Update on the implementation of Resolution WCC-2016-Res-003** – *Including regional governments in the structure of the Union* **1.3 External Review of IUCN's Governance** **2. Constituency issues:** **2.1 Membership applications** 2.1.1 Consideration of membership applications, including deferred applications from the International Fund for Animal Welfare (IFAW), David Suzuki Foundation, Tajijin, AITA Foundation and Lahore Waste Management Company (LWMC) 2.1.2 Revised membership application/review and due diligence process **2.2 Members' name or category changes** **2.3 Matters relating to International NGOs** **2.4 Update on the Membership Strategy** **2.5 Brainstorm on trends regarding Members being rescinded or withdrawing** 2.5.1 Proposal to hold an electronic Members' vote to rescind Members' rights annually or biennially **2.6 Brainstorm on membership dues** **2.7 National/Regional Committees** 2.7.1 Update on / recognition of National/Regional Committees 2.7.1.1 Guidance on the establishment of Interregional Committees 2.7.2 Revised bylaws from the South America Regional Committee and the Ecuador National Committee 2.7.3 Update from the Global Group on National/Regional Committee development (WCC-2016-Res-002) **3. World Conservation Congress** **3.1 Update on the implementation of the Guidelines for Sponsored Delegates at the 2016 Congress** **3.2 Revision of the motions process 2020** **3.3 Update on the selection process of the host country** **4. GCC work plan and any other business**	**Doc C/93/GCC/1.1** **Doc C/93/GCC/1.3** **Doc C/93/GCC/2.1.1rev3 with Annex I and II** **Annex III** **Annex IV to VII** **Annex VIII** **Annex IX and X** **Annex XI Part 1** **Annex XI Part 2** **Doc C/93/GCC/2.1.2** **Doc C/93/GCC/2.2** **Doc C/93/GCC/2.3** **Doc C/93/GCC/2.5rev** **Doc C/93/GCC/2.6** **Doc C/93/GCC/2.7.1** **Doc C/93/GCC/2.7.1.1** **Doc C/93/GCC/2.7.2** **Doc C/93/GCC/2.7.3** **Doc/C/93/GCC/3.2**
18:00-19:00	**Joint drinks with the members of the World Wide Fund for Nature (WWF) International Board** (Location: cafeteria) *at the occasion of their meeting to be held at the IUCN headquarters in Gland on 19-20 November 2017*	
19:00-20:30 20:30	**Informal meeting of the elected members of the IUCN Council** (Main room) Transfer to the hotels in Nyon	

Monday, 20 November 2017

(Location: Main Room)

08:30-08:45	**Agenda Item 1:** **The President's opening remarks and approval of the agenda**	

	As required by Council's Transparency Policy, the draft Agenda as well as the IUCN 2018 Work Plan and Budget were made available to all IUCN Members for comments. Cf. C/93/1/2 for the comments received.	**Doc C/93/1/2**
8:45-9:45	**Agenda Item 2:** **Report of the President and the Bureau** *(Issues brought to Council by the Bureau for decision will be listed under the relevant items of the present agenda)*	**Doc C/93/2/1 (B/73/1)** **Doc C/93/2/2 (B/73/2)**
09:45-10:45	**Agenda Item 3:** **Oral report of the Director General and presentation of the Draft 2018 Work Plan and Budget** *Presentation followed by Q&A and discussion. The draft 2018 Work Plan and Budget will first be discussed in the PPC and FAC and then presented for approval by Council under Agenda Item 6 taking into account the Committees' recommendations. The DG will also report back on the DG's Objectives 2017 approved by the 92nd Council meeting, and present the DG's Objectives for 2018 for approval.*	**Doc C/93/3/1** **Doc C/93/3/2** **PPT C/93/3/3**
10:45-11:00	**Break**	
11:00-12:30	**Agenda Item 4:** **Strategic discussion** **4.1 Strategic risks facing the Union** *Based on the Council's strategic objectives and priorities 2017-20 and the Director General's presentation of the strategic risk matrix, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability. With input from the standing committees of the Council, as appropriate.*	
12:30-14:00	**Lunch presentation:** (Location: Red List A & B) Purpose, insights and concrete examples of the Programme reforms implemented as part of the Secretariat change process "Towards a relevant and stable IUCN Secretariat", by the Director General with cooperation of Secretariat staff from HQ and the regions participating remotely.	
14:00 14:00-15:00 15:00-16:00	**Agenda Item 4:** **Strategic discussion (continued)** **4.2 Formal approval of Council's strategic objectives and priorities 2017-20 and next steps on the way to achieving them** *With input from the standing committees of the Council, as appropriate.* **4.3 Improving IUCN's Governance** *At the proposal of the Bureau, the Council will be invited to identify the areas for improvement of IUCN's Governance, including statutory changes, and consider a process and timeline for the development of proposals in each area identified for reform. With input from the standing committees of the Council, as appropriate.*	**Doc C/93/4.2/1** **Doc C/93/4.2/2** **Doc C/93/GCC/1.1** **PPT C/93/4.3**
16:00-16:15	**Break**	
16:15-18:00	**Agenda Item 4:** **Strategic discussion (continued)** **4.4 Celebrating IUCN at 70** *Presentation followed by discussion of initiatives to celebrate the 70th anniversary of IUCN's foundation (5 October 1948).*	**PPT C/93/4.4**
18:30-20:30	**Agenda Item 5:** **Council's working dinner with the Director General** (Location: Think Tank)	

20:30	**Transfer to the hotels in Nyon**

Tuesday, 21 November 2017

(Location: Main Room)

Time	Agenda Item	Document/Content
08:30-09:30	**Agenda Item 6:** **Approval of the 2018 Work Plan and Budget** *Taking into account the recommendations of the Council committees (PPC and FAC)*	**Doc C/93/6**
09:30 09:30-11:00	**Agenda Item 7:** **Reports of the standing committees of the Council** *The agendas of the committees constitute an integral part of the Council agenda (cf. pp. 1-2 above)* *The committees' written reports will be distributed during the morning of 20 November indicating which topics covered by the committee reports will be presented for discussion and decision during the plenary meeting of the Council. All other topics covered by the reports will be approved 'en bloc' without discussion except if a Council member requests, by 18:00 on 20 November, to open debate on a specific topic. [Regulation 59 (d)]* **7.1 Report of the Governance and Constituency Committee (GCC)**	 **Doc C/93/7.1rev**
11:00-12:30	**7.2 Report of the Programme and Policy Committee (PPC)**	**Doc C/93/7.2**
12:30-14:00	**Lunch**	
14:00-15:30	**7.3 Report of the Finance and Audit Committee (FAC)**	**Doc C/93/7.3** **PPT C/93/7.3/2**
15:30-16:00	**Agenda Item 8:** **Council Handbook** *Formal approval of the Council Handbook following the Bureau's approval of amendments to the Council Handbook and the Code of Conduct for IUCN Councillors recommended by Council's Ethics Committee (B/70/5) and subject to the approval of additional amendments to the Code of Conduct and performance tools under consideration by the Bureau (73rd Meeting, 18 November 2017).* *At this occasion, Councillors will be invited to formally sign a copy of the Code of Conduct for Council members (Ethics Committee advice to Councillors EC/1/7, 23 May 2017) and the Conflict of interest declaration form.*	**Doc C/93/8**
16:00-16:15	**Break**	
16:15-17:45	**Agenda Item 9:** **Any other business**	
18:00	**Transfer to Geneva by coach** [3]	

[3] 20th Annual Peace Pals International Art Exhibition and Awards Ceremony (at Cité du Temps, Geneva) under the theme "Nature for All – Loving the Earth", organized by Peace Pals, IUCN's Commission on Education and Communication (CEC), and DiversEarth. Following the Ceremony: reception with food and drinks.

Annexe 2

DÉCISION B/73/1 – Approuvée par le Conseil de l'UICN, 93ème réunion, novembre 2017, décision C/93/2

Processus pour la nomination du Trésorier de l'UICN

Le Bureau du Conseil de l'UICN,

Décide de créer un Comité de recherche chargé de sélectionner un Trésorier pour combler le poste vacant, lequel sera composé de : le Président, le Président du Comité des finances et audit, le Vice-président membre du Comité des finances et audit, le Trésorier par intérim et le Conseiller de Suisse.

Demande au Comité de recherche de présenter au Bureau une liste de trois candidats présélectionnés au maximum, choisis après une recherche mondiale ;

Encourage tous les Conseillers à s'engager dans l'identification de candidats pertinents, puis à encourager ceux-ci à postuler, et demande au Secrétariat de fournir ses services techniques ;

Approuve le mandat et les qualifications requises pour le Trésorier. (**Annexe**)

UNION INTERNATIONALE POUR LA CONSERVATION DE LA NATURE

RESPONSABILITÉS ET QUALIFICATIONS DU TRÉSORIER DE L'UICN

(73ème réunion du Bureau du Conseil de l'UICN, 18 novembre 2017, décision B/73/1)

Introduction

Le Trésorier de l'UICN est élu par le Congrès mondial de la nature sur la base d'une nomination par le Conseil après considération des propositions émises par les membres des Catégories A, B et C.

Le mandat du Trésorier s'étend de la clôture de la session ordinaire du Congrès mondial au cours de laquelle il est élu, à la clôture de la session ordinaire suivante du Congrès mondial, quatre ans environ. Le Trésorier, de même que les autres membres du Conseil, ne peut exercer une même fonction consécutivement pour plus de deux mandats complets. Un mandat incomplet pourvu suite à une vacance dans le Conseil ne sera pas pris en compte.

En cas de vacance, le Conseil peut pourvoir au poste de Trésorier pour la période du mandat restant à accomplir.

Le Trésorier de l'UICN occupe un poste de bénévole.

Les responsabilités et qualifications ci-après sont basées sur le profil du Trésorier approuvé par le Conseil de l'UICN lors de sa 85e réunion (mai 2015) et modifié par le Bureau lors de sa 73e réunion (novembre 2017).

1. Responsabilités du Trésorier

(a) Participer à l'activité générale du Conseil en veillant à une gouvernance efficace et efficiente de l'Union dans l'intervalle entre les sessions du Congrès mondial de la nature.

(b) Soumettre à chaque session ordinaire du Congrès mondial de la nature un rapport récapitulatif, préparé avec le Directeur général, sur les comptes consolidés de l'UICN pour la période s'étendant entre les deux sessions, ainsi que les rapports des vérificateurs aux comptes pour ces années.

(c) Examiner et commenter, à l'intention du Congrès mondial de la nature, le Programme de l'UICN pour la période allant jusqu'à la session suivante, ainsi que les estimations des recettes et dépenses y afférentes.

(d) Tenir à jour, au nom du Conseil de l'UICN, un récapitulatif de l'état financier de l'Union entre les sessions du Congrès mondial de la nature et approuver, pour soumission au Conseil, toute modification apportée au plan financier adopté pour la période concernée.

(e) Conseiller le Directeur général, le cas échéant, sur les questions financières relatives à la mise en œuvre du Programme de l'UICN et sur les activités d'appel de fonds en général.

2. Qualifications

Le Conseil de l'UICN convient des critères suivants pour orienter le Comité de recherche du Conseil :

Le Trésorier de l'UICN doit :

(i) En tant que membre du Conseil, être engagé dans le rôle statutaire et les devoirs du Conseil ;
(ii) Avoir une bonne expérience dans la finance, la comptabilité et la gestion de trésorerie ;
(iii) Avoir une bonne familiarité concernant la finance/comptabilité/investissement et l'appel de fonds des grands organismes internationaux à des niveaux senior ;
(iv) Avoir la capacité de travailler en anglais et, si possible, dans au moins l'une des autres langues officielles de l'UICN ;
(v) Avoir suffisamment de temps à consacrer à l'Union et à la supervision de sa gestion financière ;

Et, de préférence :

(vi) Avoir une expérience dans un grand organisme de niveau régional/national, notamment dans les domaines politique et stratégique ;
(vii) Connaître les pratiques financières de la Suisse et offrir une supervision budgétaire et financière, aidé par le Secrétariat sur les aspects techniques des lois et politiques suisses ;
(viii) Avoir des compétences relationnelles solides et être capable de travailler dans un environnement multiculturel.

L'égalité hommes-femmes et la diversité régionale seront prises en compte dans la sélection des candidats.

Annex 3

73rd Meeting of the Bureau of the IUCN Council, Gland, 18 November 2017

DECISION B/73/2 - Endorsed by the IUCN Council at its 93rd Meeting, November 2017, decision C/93/2

Appointment of additional members of the Steering Committee of CEESP

The Bureau of the IUCN Council,

on the recommendation of the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),

appoints the following individuals as members of the steering committee of CEESP, in addition to the appointments made by the Council at its 91st (decision C/91/3) and by email correspondence of the Bureau on 2 October 2017 (decision B/I):

1. Ms. Pasang Dolma Sherpa (Nepal; co-chair Specialist Group on Indigenous Peoples, Customary and Environmental Law and Human Rights - SPICEH);
2. Mr. Kanyinke Sena (Kenya; co-chair Specialist Group on Indigenous Peoples, Customary and Environmental Law and Human Rights - SPICEH);
3. Mr. Aisa Mustafa Hammadeen (Jordan; Regional Vice-Chair West Asia)
4. Mr. Osvaldo Munguía (Honduras; Regional Vice-Chair Meso and South America)
5. Ms. Elise Huffer (Resident Fiji (citizenship in process), French/ American; Regional Vice-Chair Oceania)
6. Ms. Yeshing Juliana Upún Yos (Maya Kaqchikel, Guatemala; co-chair Specialist Group on Indigenous Peoples Customary and Environmental Law and Human Rights – SPICEH)

For biographies of the appointees, see Bureau document B/73/6rev

Director General's Objectives for 2018

(Approved by the IUCN Council at its 93rd Meeting, November 2017, decision C/93/3)

Background

At its 88th Meeting in April 2016, the IUCN Council modified the procedure for evaluating the Director General based on the Director General's objectives henceforth to be approved on an annual basis instead of biannually. At the same meeting, the IUCN Council approved the Director General's objectives for 2016.

The Director General's report on results achieved in 2017 can be found in Council document C/93/3/1.

The present document presents the Director General's objectives for 2018.

Issues and considerations

DG Objectives for 2018

During 2018, the Director General of IUCN will plan to focus on the eight priorities presented to Council in October of 2015.

It is to be recalled that these priorities are:

1. Programme and Operations
2. Membership
3. Policy, Knowledge, Science and Economics
4. Communication and Influence
5. Financial Sustainability
6. Secretariat Management
7. Governance Support
8. Thematic Priorities/New Horizons

1. Programme & Operations

1.1. Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes

1.2. Results and Impacts

- Environmental and Social Management System is further regionalized to ensure greater effectiveness and consistency of application to the entire IUCN project portfolio.
- Project Appraisal and Approval procedures are integrated into the Project Portal
- A revised and updated set of monitoring and compliance reports are drawn from the Project Portal
- In compliance with the Enterprise Risk Management Policy, risk reporting is integrated into annual budget and workplan planning

1.3. 2017-2020 Programme

- Issue 2017 annual report using enhanced Annual Reporting Framework
- Plan for a mid-term review of progress towards the IUCN Programme 2017-2020 Targets, to be conducted as part of the 2018 annual report

1.4. 2021-2024 Programme

- Initiate development of 2021-2024 Programme, informed by experience gained through implementing 2017-2020 Programme, including its indicator framework. In reviewing the production of the quadrennial programme, IUCN will look at strengthening analytical content; ensuring that it is outward facing and addresses global challenges; and appeals to a wider audience including internal audience.

2. Membership

2.1. Membership engagement

- Gear the IUCN Secretariat programme towards Members' direct benefits in line with IUCN's One Programme, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.

2.2. Membership Strategy

- Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.
- Review implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight / coordination.

2.3. World Conservation Congress

- Ensure that Council is able to take evidence-based decision for Host Country of 2020 Congress. Negotiate and implement Hosting Agreement with Host Country

3. Policy, Knowledge, Science and Economics

3.1. Strengthened integration of Commissions and Secretariat under the One Programme approach

- Specific deliverables agreed between Secretariat Focal Points and each of the

Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.

3.2. Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.

- Policy influencing engagement at all levels, national, regional and global processes with a particular emphasis on IPBES 6 plenary (February 2018) which will begin to discuss the next 5 year (2019-2023) Programme of Work for the Platform; HLPF 2018 which will review a number of SDGs mapped in our 2017-2020 Programme especially SDGs 15, 6 and 11; CBD COP-14 which will begin considering the post-2020 biodiversity strategic framework; formal launch of the negotiations on BBNJ under UNCLOS.
- Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

3.3. Build a partnership for the creation of integrated biodiversity & conservation data management.

- Complete the testing and launch of new Red List website
- Finalise KBA Guidelines, to ensure that data generated from application of the KBA Standard at national levels are fit-for-purpose for incorporation into the World Database on KBAs.
- Overhaul World Database on KBAs to allow it to receive data generated from application of the KBA Standard at national levels
- Grow user base for IBAT, including extractive and financial institutions.

3.4. Knowledge: science and economics

- Strengthen analytical capacity of Secretariat, including through effective use of Publications Committee.

3.5. Roll out the first IUCN flagship report

- Roll out of first report with current topic treated in body of document and fixed, ranked datasets in annex.

4. Communication and Influence

4.1. Enhanced communications and outreach

- Coordinate and facilitate the celebration of IUCN's 70th anniversary with the objective of building brand and communicating the relevance of the Union's experience to today's global challenges.
- Continued progress in implementing the communications matrix.
- Enhance IUCN's work and contributions to food security, poverty reduction and other societal challenges.

5. Financial sustainability

5.1. Efficient, effective and stable IUCN Secretariat

- Continue investment in process improvement projects, specifically: rollout of time management system across all IUCN offices; continue rollout of banking strategy; continue implementation of electronic work flows for project/contract approval
- Implement improvements to the budget methodology thereby harmonizing the level of indirect costs funded from project funding.

5.2. Framework donor management

- Continued and strengthened strategic engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions as well as additional project funding from current framework donors
- Framework donors fully engaged in 70th Anniversary celebrations
- Continued outreach to potential new framework donors with support from Council (Canada, China, Germany, Russia, and UAE)

5.3. Outreach to new potential funders

- Continued outreach to Net Worth Individuals. Initial focus: US, China and Europe
- Strengthened engagement with foundations (US, Europe and Asia)
- IUCN Patrons of Nature initiative strengthened with the recruitment of additional Patrons and Patrons active in 70th Anniversary outreach events.
- Legacy/Bequest strategy developed.

5.4. Ambitious programme delivered to and approved by GEF and GCF[1]

- Participation in GEF-7 replenishment discussions leading to the definition of IUCN priorities for programmes and projects under GEF-7 (2018-2022).
- The IUCN portfolio of GEF-approved projects is increased to 18 projects bringing the overall value of GEF funds in implementation to USD 69m. The implementation rate of projects follows plans agreed at projects approval.
- Two (2) full project documents are considered by the Board of the Green Climate Fund, and three (3) other are submitted to the GEF Secretariat for internal processing (overall value of all 5 projects in the order of USD150m). Five (5) requests for preparatory funding for projects in Cameroon, Guinea Bissau, Liberia, Mozambique and Oceania) are ready for approval by GCF.

5.5. Invigorated programmes with IFI partners

- Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.

5.6. Moving further on the development of financial vehicles for conservation finance/natural capital investments

- Continued support to Coalition for Private Investment in Conservation (CPIC) and other relevant platforms.

6. Secretariat Management

6.1. Staff morale, performance excellence and strengthening leadership and integration across silos

- Through regular staff updates, Global Town Halls, monthly communications, annual staff engagement surveys and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture.
- Invest in leadership awareness and development through training as well as annual

[1] See GEF Work Program for GEF Trust Fund, GEF/C.53/13 (31 October 2017), available at https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.13_WP_CoverNote%2BAnnex.pdf

360-degree leadership assessments for all IUCN managers.

6.2. Change management at IUCN Secretariat

- Operational Effectiveness – global hub for programme administration and finance extended to HQ outposted offices; regional hubbing of finance for Country Offices completed and systems tools for process standardisation and enhanced efficiency rolled out.
- Programme delivery – business lines and IUCN-wide thematic frameworks applied by global, regional and country units to enhanced programme development, expansion of wholesale delivery models and quality of reporting; and enhanced quality and relevance of IUCN-generated knowledge to global challenges through cross-thematic strategic priorities.
- Resource mobilization and Cost Recovery – continued engagement with current framework donors; development of partnerships with new donors on global priorities; standardised IUCN costing models extended to regions; and agreement of budget models with major donors for enhanced quality, efficiency and standardisation.

6.3. Systematic review and reassessment of IUCN legal status in key office locations

- A number of office locations are in need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. The DG will continue focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

6.5. Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2018

- The following **HR policies and guidelines will be reviewed** 2018: Update of the Global HR Policy. In addition, training, internship and grievance guidance will be updated. Other new initiatives to include Talent Reviews; a high-potentials programme and a succession planning programme; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.
- **Finance management and information system reforms.** Following the set-up of the Commission Operations Unit, streamline Commission registration process; Revamp Union Portal; Rollout improved risk management processes; Update key finance procedures
- **Further strengthening compliance with policies and guidelines**, including revised Delegation of Authority.

7. Governance Support

7.1. Supporting governance reform

- Continue to refine and implement the planning and reporting tools as contained in the Strategic Planning and Reporting Framework (2016).

8. Thematic Priorities/New Horizons

8.1. Thematic priorities/horizon areas

- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will continue to place emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital.
- Continue the systematising and strengthening of IUCN's institutional engagement on climate change.

IUCN Commissions' 2018 Annual Workplans

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/4)

Summary of Commissions' 2018 Annual Workplans

Contents

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2. Methodology 2
3. Main achievements and planning for 2018 2
4. Observations 13

1. Background

A briefing note was prepared for the Chair of the Programme and Policy Committee of Council (May 2017) to elaborate on how Commissions will report under the Strategic Planning and Reporting Framework approved by Council (Annex 4 to Council decision C/88/7), as part of the governance reforms in April 2016.

This summary presents the main achievements reported by Commissions in 2017 as well as the main activities planned for 2018 in relation to the IUCN Programme Targets. It does not intend to provide a complete picture of the extensive work of the Commissions, but rather focus on key deliverables that show evidence of progress in programme delivery. In addition to this report, all workplans are available in the following link: CEC, CEESP, CEM, SSC, WCEL, WCPA. (copies available upon request)

2. Methodology

Commissions aligned 2018 budget and workplan preparations with that of the Secretariat. A simple tabular framework was used for reporting on 2017 and planning for 2018. This report follows the same approach as the Annual Workplan 2018, but it provides a more detailed insight on Commissions' work. For each Target that Commissions strongly contribute to, the Target description, indicator, baseline and target value is provided as reference. Reporting is based on performance against the Commission's 2017 plan. Three Commissions (SSC, WCPA and CEM) plan jointly with Secretariat counterparts, while three plan alone (WCEL, CEESP and CEC). The Secretariat received feedback from all Commissions to develop this summary report. It is unfortunately not possible to provide a comprehensive overview of progress towards all 2020 targets at this stage.

3. Main achievements and planning for 2018

Species Survival Commission (SSC) and Global Species Programme (GSP)

SSC and GSP have developed a joint workplan for this intersessional period. The workplan contributes to the following IUCN Targets: 1, 4, 9, 11, 12, 13, 14, 15, 16, 19, 22, 23 and 29. In the implementation of this workplan, SCC plays a leading role in the following IUCN Targets: 1 and 9. A summary of the main achievements for each of the targets SSC contributes to, as well as what is planned for 2018, is presented below.

Target 1 – Red List species assessments

T1. The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of global RLTS assessments and reassessments published B: 85,604 species assessments (7 December 2016)	10,000 species assessments and 2,000 species re-assessments 2 new national or regional Red List assessments using the IUCN Red List Categories and Criteria Red List Index calculated, or re-calculated, for at least	2,415 species assessments and 1,233 species re-assessments published One regional on European corals has been published and one on ferns is underway Conifer RLI in progress	15,000 species assessments and 2,000 species re-assessments 2 regional lists in the Arabian Peninsula and Europe 3 RLI including cycads, mammals and amphibians	160,000 species to make The IUCN Red List a 'barometer of life'

T1. The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
	three globally assessed taxonomic groups 150 peer-reviewed papers published with 'IUCN Red List' as a keyword/title 220 people trained (Red List course, train the trainers and Assessors)	 163 publications with keyword 'IUCN Red List' 344 people trained	 +150 more publications +220 people trained	

Progress has been made on Target 1 in 2017, with approximately 3,700 new assessments and re-assessments completed, target audiences trained on the use of the Red List, and publications using IUCN Red List as keywords. This work is underpinned by the Red List Partnership, which includes SCC and a number of IUCN Members. SSC played a leading role in the implementation of the LIFE European Red List project that aims at establishing a European Red List of Bryophytes, Pteridophytes, terrestrial molluscs, saproxylic beetles and vascular plants, in which the following members and Commissions were involved: SSC Bryophyte Specialist Group, SSC Mollusc Specialist Group, SSC Tree Specialist Group and SSC Conifers Specialist Group

In 2018, **SSC/GSP plan to assess 15,000 additional species,** including two regional Red Lists (Arabian Peninsula and Europe) and completing the Global Reptile Assessment. An additional 220 targeted users will be trained in the use of the Red List, including through a workshop for 30 experts from Croatia, Bosnia and Herzegovina, Macedonia and Montenegro. IUCN will present the current status of the Mediterranean Biodiversity assessment and promote National Red Lists in the Mediterranean countries.

Target 9 – Conservation actions

T9. Targeted conservation actions lead to the recovery of species and ecosystems.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: Number of IUCN projects incorporating explicit documentation and measurement of threatened species intended to benefit from the project B: 7	10 new plans for priority species IUCN SSC Guidance on Approaches and Tools for species conservation planning IUCN Strategic Plan for species conservation planning Wider use of IUCN SSC Guidelines on Use of ex situ Management for Species Conservation by the zoo community SSC groups increasingly engaged in the allocation of funding through grant-making initiatives	4 plans submitted Approved by SSC Steering Committee Adopted by SSC Steering Committee New ex situ species prioritization processes by several regional zoo associations Provided advice in funding allocation for SOS Lemurs, SOS African Wildlife and the ITHP	29 species planning projects are scheduled to be initiated in 2018 Guidance available on the SSC website and providing help desk support for its use Further training to approx. 400 people to guide additional regional zoo associations Continue to support one initiative for funding allocation: SOS African Wildlife	31 Projects

Conservation planning is key to inform targeted conservation actions, especially for priority species. To guide this work, in 2017, the SSC Steering Committee adopted the IUCN Strategic Plan for species conservation planning and the IUCN SSC Guidance on Approaches and Tools for species conservation planning. SSC Specialist Groups have also provided advice in the allocation of funding through grant making initiatives such as SOS and the Integrated Tiger Habitat Conservation Programme (ITHP), particularly for SOS Lemurs, SOS African Wildlife and the ITHP. An important achievement in 2017 was the use of the IUCN SSC Guidelines on the Use of Ex Situ Management for Species Conservation as a basis to develop new ex situ species prioritization processes by several regional zoo associations in Europe, Africa and North America.

In 2018, **two new call for proposals will be published and a new set of projects will be funded under the SOS framework** (Madagascar and Africa Wildlife Initiative). SSC will continue to support the implementation of various projects including the LIFE European Red List Project and the ITHP. For the latter SSC will produce a best practice manual for human wildlife conflict. In addition, 29 species planning projects are scheduled to initiate in 2018. To guide additional regional zoo associations, further training is planned for approximately 400 people.

World Commission of Protected Areas (WCPA) and the Global Protected Areas Programme (GPAP)

WCPA and GPAP have developed a joint workplan for this intersessional period. The workplan contributes to the following IUCN Targets: 3, 5, 6, 9, 12, 13, 14 and 15. In the implementation of this workplan, WCPA plays a leading role in the following IUCN targets: 3, 5 and 14. A summary of the main achievements for each of the targets WCPA contributes to, as well as what is planned for 2018, is presented below.

Target 3 – Protected Planet / Green List

T3. Protected Planet (PP) documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: Proportion of protected areas documented in Protected Planet with boundary documentation B: Coverage of terrestrial and inland water areas: 202,467 terrestrial and inland water protected areas, covering 14.7 % (19.8 million km2). B: Coverage of marine protected areas: 14,688 MPAs, covering 4.12% (14.9 million km2) of the global ocean and 10.2% of coastal and marine areas under national jurisdiction. In Areas Beyond	GL Standards and Governance procedures prepared and agreed for approval by IUCN Council in Nov/17. An implementation plan for the IUCN/WCPA Strategic Framework for Capacity Development is prepared. PANORAMA documents case studies that demonstrate the role of local communities and other resource managers to deliver social benefits.	Completed Started in 4 countries (Colombia, Spain, France and Burkina Faso). 100 case studies	Assessments will be conducted in at least 60 Protected Areas worldwide. Testing the framework in 25 countries of the ACP region and at least 6 in Latin America and the Caribbean 150 studies	By 2020 at least 17% of terrestrial and inland water areas and 10% of coastal and marine areas are conserved.

T3. Protected Planet (PP) documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
National Jurisdiction, MPAs make up 0.25% of total area				

In 2017, **IUCN developed the Green List (GL) Standards and Governance procedures**. These foundational building blocks helped start the Green Listing process in Colombia and Peru. The review of the GL standard involved around 22 governmental Members, 10 NGOs and over 100 WCPA members. Implementation of the IUCN World Commission on Protected Areas Strategic Framework for Capacity Development has begun in Colombia, Spain, France, and Burkina Faso, linked to the Green List process where relevant. IUCN's Panorama platform was updated with over 100 case studies describing different protected area solutions from around the world.

In 2018 **IUCN plans a major expansion of Green List-related activities,** conducting 60 Protected Area assessments globally including three North African countries (Algeria, Morocco and Tunisia), an in-depth assessment of governance effectiveness for Georgia's protected area system, dissemination of information on the green list, effective management of protected areas, and capacity building for protected area management in Barbados, Jamaica, Antigua, Mexico, Guatemala and Belize. New protected areas in Peru and Colombia will be included in the Green List. From a systems integration aspect, in 2018 the Green List standards will be incorporated into the Regional Reference Information System (RRIS) to facilitate harmonization of different management and governance assessments tools. Panorama will produce 150 additional case studies. The Protected Planet report for 2018 will be launched at CBD COP 14, approximately 80 governmental IUCN Members and over 200 WCPA members participated in this process.

Target 5 – Knowledge on valuing and conserving Nature

T5. IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of downloads of ISBN publications B: 507,648 I: # of scientific papers published listing IUCN affiliation B: 76 (2015 value)	Final guidance on Other Effective Area-Based Conservation Measures (OECM) submitted to CBD Parties as input to deliberations on OECMs at COP14 Production and distribution of one new Best Practice Guidelines (BPGs) and initiate planning and preparation of 3 new BPGs	OECM Guidance finalized to be launched at CBD COP14	OECM Guidance tested in at least 5 countries Production and distribution of three additional BPGs	2 million downloads 300 scientific papers published listing IUCN affiliation

In 2017, the **Final guidance on Other Effective Area-based Conservation Measures (OECM) was finalized.**[1]

In 2018, the IUCN/WCPA Task Force will submit a **final draft of Guidance on OECM as input to deliberations on OECMs at SBSTTA 22 and COP14**. The draft OECM Guidance will be piloted in at least five countries. Three Best Practice Guidelines (BPGs) will be produced including Sustainable Tourism in Protected Areas, Cultural and Spiritual Values of Protected Areas and Geoheritage in Protected Areas. The BPGs are developed by WCPA experts within the relevant Specialist Groups and have proven to be an effective tool to gather and share good practice and knowledge of Commission members. IUCN will also actively promote the input from Members to PANORAMA and for preparing the State of Protected Areas Report in ACP countries where BIOPAMA II operates.

Target 14 – Natural Resource Governance assessments

T14. Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of documented applications of NRGF-consistent methodologies, tools and approaches by IUCN members and partners to assess and improve natural resource governance B: 14	Governance assessments under ICCA Global Support Initiative are implemented in 7 countries	Governance assessments implemented in 7 countries	Previous 7 assessments completed and 5 more conducted	20

In 2017, as part of the ICCA Initiative (Support to indigenous peoples' and community conserved areas and territories), **governance assessments were implemented** in Asia (Philippines, Indonesia), Africa (Tanzania), South America (Ecuador), Central America (Mexico), West Asia (Iran) and in Eastern Europe (Georgia). This project has involved 13 governmental members, 27 NGOs and over 50 WCPA Members.

In 2018, **five more ICCA assessments will be conducted in Philippines, Kenya, Colombia, Vietnam and Peru.**

Commission on Ecosystem Management (CEM) and Ecosystem Management Programme (EMP)

CEM and EMP have developed a joint workplan for this intersessional period. The workplan contributes to all IUCN Programme Targets (1-30). EMP plays a leading role in the following IUCN targets: 2 and 24. A summary of the main achievements for each of the targets CEM contributes to, as well as what is planned for 2018, is presented below.

[1] [1]GPAP-WCPA Workplan submission includes this item under Target 6. However, to be able to group as much inputs as possible, it has been moved under Target 5 as the OECM Guidance is primarily knowledge.

Target 2 – Red List of Ecosystems

T2. The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: % and area (km2) of the world's ecosystems assessed using approved IUCN RLE Criteria and agreed global ecosystem classification B: End 2016: 35.133 mill sq.km. (Americas - 30.658 mill sq.km; Europe - 4.475 mill sq km.)	Development of Framework for global ecosystem typology 3 Red List of Ecosystems assessments are being conducted	Completed 3 RLE assessments underway	Complete testing of typological framework with regional datasets 7 countries conduct national Red List of Ecosystem assessments	Area status as of end of 2020: 56.036 mill sq.km

In 2017, **IUCN developed a framework for global ecosystem typology** which is key to ensure that countries and/or Regions use consistently the RLE as the main risk assessment tool. Research and development is being led by CEM and IUCN Members, including work on the relationship between ecosystem risk assessment and human health. RLE assessments are currently underway in China, Lebanon and Myanmar. Moreover, six countries (Chile, Colombia, South Africa, Australia, Norway and Finland) are advancing in use of RLE results for policy design, including in 2 marine ecosystems (a coral reef and upwelling system) and multiple freshwater ecosystems.

In 2018, **IUCN will work with four additional countries** in the Mediterranean (1), West Asia (1), Colombia and Australia to conduct RLE assessments, in addition to the ones currently underway. IUCN also plans to complete the testing of the typological framework with regional datasets to present a draft global typology and further continue with the development of the case studies on marine and freshwater ecosystems (including mangroves).

Target 23 – Nature based Solutions Standard

T23. IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of NBS-related projects and interventions that are designed and/ assessed according to a formal, peer-reviewed IUCN NBS effectiveness standard B: 0	Contribute to the operational framework to implement the NbS Resolution	Initial development of the operational framework for NBS	Selection of NBS case studies to test NBS Framework	4

In 2017, CEM supported the development of the o**perational framework for Nature-based Solutions**. Working groups have been set up to develop the parameters/standards, the guidelines and later testing the standards in case-studies.

In 2018, **a number of case studies will be selected to test the operational framework for assessing NBS standards.** Based on this work, the next step will be to identify and review assessment frameworks in place, which include principles, standards & guidelines, and select the most relevant ones to NbS and adapt/integrate the NbS framework to develop NbS standards.

Target 24 – Enabling policy for NBS

T24. Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: Proportion of countries that are using NBS decision support tools for assessment of country enabling frameworks B: 14	FEBA works with 20 members	10 workshops organized by FEBA	+ 10 more workshops Sendai Framework for DRR supported through policy guidance document developed by Partnership for Disaster Risk Reduction members	73 countries

In 2017, progress in the implementation of Target 24 is evidenced through the work on Ecosystem-based Adaptation (EbA). CEM, as member of the **Friends of EbA initiative,** which aims at enhancing capacity building through knowledge sharing, organized ten workshops with Members and partners during UNFCCC SBSTA & COP, and CBD COP.

In 2018, the focus will be on **promoting Nature based Solutions to climate change** through influencing UNFCCC and CBD related policies and processes together with the Nairobi Work Programme, the Adaptation Committee, the Marrakech Partnership for Global Climate Action, the CBD Secretariat and FEBA. CEM, as part of the Partnership for DRR, will produce a policy guidance document to influence the Sendai Framework for DRR.

Target 29 – Restoration

T 29. Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of km^2 of land in restoration transition with quantified improvements in ecosystem services B: 9 m ha in restoration transition publicly reported as of end 2016.	At least 4 knowledge products and tools developed to deliver EbA-DRR at national and sub-national levels	MOOC about Landscape Restoration for sustainable development: a business approach was launched Forum on Biodiversity and Global Forest Restoration took place in SER Conference in Iguassu-Brazil.	CEM will consolidate a partnership with WRI and other stakeholders to include biodiversity criteria for restoration in South America.	150 m ha in restoration transition and associated biodiversity and carbon benefits reported by 2020.

In 2017, CEM launched the **'Massive Open Online Course (MOOC) on landscape restoration for sustainable development: a business approach**'. Moreover, in preparation for the World Conference on Ecological Restoration in Brazil, CEM organized an event on Ecological Restoration and Biodiversity Conservation which has led to the decision of working jointly with the CBD and the World Resources Institute. As part of this Conference, CEM also organized a Forum on Biodiversity and Global Forest Restoration.

In 2018, CEM will also consolidate a partnership with the World Resources Institute and other stakeholders to include **biodiversity criteria for restoration in South America.**

Commission on Environmental, Economic and Social Policy (CEESP)

CEESP's workplan contributes to the following IUCN Targets: 5, 13, 14, 15, 16, 22 and 25. There is clear evidence of results for the following Targets: 13, 22 and 25. A summary of the main achievements for each of the targets CEESP contributes to, as well as what is planned for 2018, is presented below.

Target 13 – NRGF and tools

T13. IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: Number of IUCN projects that deploy governance tools, methods and approaches which have been assessed against and are consistent with an overarching IUCN natural resource governance framework (NRGF). B: 4	Dissemination and promotion of NRGF tools and standards to assess natural resources governance and promote its improvement Phase II of the Natural Resource governance framework developed and funded by identifying key geographies for implementation of tools in conjunction with IUCN secretariat and member programs.	Strategy document prepared for integration Assessment report on NR governance in the Kilombero Valley drafted.	Further dissemination and promotion of NRGF tools and standards within at least two IUCN regions and with 2 IUCN members	29

In 2017, **IUCN agreed on a set of NRGF principles** and a strategy document that will integrate principles, criteria and indicators is underway and will be presented before the end of the year for endorsement. CEESP has been closely involved in the development of the NRGF. Some NRGF tools have been implemented in the Kilombero Valley as part of the SUSTAIN initiative.

In 2018, the NRGF tools and standards will be **further disseminated and promoted within at least two IUCN Regions and with two IUCN Members.** It is also envisaged that the NRGF will be used to align existing IUCN governance-related tools.

Target 22 – NBS benefits

T22. IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: Proportion of IUCN projects that systematically assess material benefits and cultural values associated with species and ecosystems according to an overarching IUCN People in Nature framework (PiN). B: 4	Establish a CEESP specialist group to support the development of human wellbeing indicators	New specialist group established	Develop 2 papers: one that will evaluate human well-being indicators for conservation; and another one on cultural perspectives on well-being	36

In 2017, **IUCN supported the development of People in Nature** by identifying key features of benefits assessment of species trade and use within the Species Information Service, consistent with the PiN approach and with process of species assessments. CEESP established a new specialist group that will support the development of human wellbeing indicators demonstrating the impact of healthy and restored ecosystems on communities and the broader society.

In 2018, **IUCN will initiate pilot tests of PiN approach** and methodology in two sites in Honduras and Malawi to co-generate knowledge and evidence of importance of species and ecosystems for livelihoods and culture and to provide the basis for community land management plans. The new specialist group will develop a paper that will evaluate human well-being indicators for conservation and another one on cultural perspectives on well-being.

Target 25 – NBS incentives

T25. Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of formalised national or sub-national legal, institutional and policy mechanisms for payment and compensation for NBS B: 19	Formation of an expert working group of conservation NGO and indigenous peoples	Establishment of Human Rights and Conservation Task Force	Initiate the development of a set of guiding standards on human rights and conservation	77

In 2017 was established a **Human Rights and Conservation Task Force** facilitated by CEESP to engage with UN Special Rapporteurs (UNSR) Vicky Tauli Corpuz and UNSR John Knox on their reports.

In 2018, it is envisaged that the Task Force will develop a set of **guiding standards on human rights and conservation** to be presented at the next World Conservation Congress and provide input to the development of guiding principles on Human Rights and the Environment.

Commission on Education and Communication (CEC)

CEC's workplan contributes directly to the implementation of Target 12, but also includes wider support to the implementation of Aichi Target 1 on awareness raising. A summary of the main achievements for each of the targets CEC contributes to, as well as what is planned for 2018, is presented below.

Target 12 - #NatureForAll

T12. NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of partners pledging their support to advancing #NatureForAll II. Number of published success stories of #NatureForAll B: 90 partners and 4 success stories (2017)	Develop and share knowledge including success stories	175 partners and 20 success stories National level events in six countries including 20 success stories. Linking #NFA with relevant networks 4 brochures - #NFA and 4 communication products Imagine video about NFA, and its translation to 15 languages	+ 30 partners , + 15 success stories National level campaigns in, China and Nepal Linking #NFA with relevant networks. 4 new products 3-5 minutes video	300 partners 100 success stories

In 2017, the #NatureForAll global campaign promoted by CEC and WCPA had 175 partners and 20 success stories. IUCN delivered #NatureForAll-related events in China, Russia, Morocco, Argentina, USA and Canada. In China, two sub-events targeting youth were delivered. Progress was also made in linking #NatureForAll with DestiMED and MEET (Mediterranean Experience of Eco-Tourism) networks, ensuring that networks of experts and practitioners become active contributors to #NatureForAll, through IUCN's involvement in the Mediterranean Interreg sustainable tourism programme. As part of the UN World Environment Day, four brochures and a series of communication products were produced including: the #NatureForAll Playbook, IUCN Youth Voices Curriculum Sourcebook, World Environment Day Lesson Plan and Anne's Forest: A #NatureForAll comic.

In 2018, **#NatureForAll will seek to attract 30 more partners and produce 15 more success stories.** IUCN aims to include the Mediterranean MEET network as a partner of the #NatureForAll initiative. #NatureForAll campaigns will take place in China and Nepal. New outputs and progress on documents are planned for 2018 including a policy-relevant synthesis of existing research on the relationship between experiences in nature and positive attitudes and behaviours towards nature conservation; as well as an IUCN Issue Brief on this topic. Four new products, or translations of previous ones, (e.g., best practices summaries, fact sheets, videos) to inform action on #NatureForAll, will be produced.

World Commission on Environmental Law (WCEL)

It is the first time WCEL is planning against its four-year results and therefore will only state its contributions for 2018. CEL's workplan contributes to almost all IUCN Targets, but especially to Target 18 asit positions itself as the central global hub for global integration of environmental law, and the principle source of technical legal advice to IUCN, its members, and collaborating institutions on all aspects of environmental law.

Target 18 – Rule of Law

T18. Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.				
Indicator & Baseline	2017 Plan	2017 Progress	2018 Plan	2020 Target
I: # of court decisions to address illegal natural resource use B: 2055	N/A	N/A	Activating collaboration across IUCN with ELC, Global programmes, Regional Offices, the Law and IUCN Red List Joint Specialist Group, the Protected Areas and Law Joint Specialist Group Cooperate with partners to legally establish the Global Judicial Institute on the Environment (GJIE) in Switzerland Establish collaboration to publish the authoritative commentary to the "IUCN World Declaration on the Environmental Rule of Law" and related supporting material. Cooperate with partners to further develop the Draft Global Pact for the Environment	N/A

In 2018 WCEL plans to trigger collaboration across IUCN, especially with the Environmental Law Centre (ELC), to provide legal expertise to the Union and further develop various ELC projects including ECOLEX, the Law for Sustainability Portal, the Protected Areas Law Capacity Development Portal, and the Water Law and Governance Support Platform. WCEL also plans to work with other thematic Specialist Groups to activate joint platforms such as the Law and IUCN Red List Joint Specialist Group (WCEL-SSC-CEM) to stimulate concrete action to strengthen legal frameworks that reduce the threats to species and ecosystems; and the Protected Areas and Law Joint Specialist Group (WCEL-WCPA) to advance initiatives, especially Protected Planet, and stimulate concrete action to strengthen legal frameworks for connectivity conservation, and its critical role in the conservation of protected areas and biodiversity under and beyond Aichi Target 11. WCEL, ELC and WCPA will also work together to support the drafting and implementation of guidelines for defining "Areas of Connectivity Conservation (ACCs)". WCEL also plans to support the Secretariat working with countries in the implementation of commitments under CITES, CBD, CMS, UNFCCC and UNCCD at the national, regional and global levels.

In 2018 WCEL will cooperate with UN Environment, Organization of American States (OAS), the Asian Development Bank (ADB), and partners to legally establish **the Global Judicial**

Institute on the Environment (GJIE) in Switzerland**,** including the creation and legal establishment of an interim Secretariat, while also co-sponsoring events and trainings to increase visibility and support.The GJIE follows the mission of supporting the role of courts and tribunals in applying and enforcing environmental laws and in promoting the environmental rule of law and the fair distribution of environmental benefits and burdens.

WCEL will also collaborate with ELC and other partners to publish the authoritative commentary to the **"IUCN World Declaration on the Environmental Rule of Law"** as the legal framework of procedural and substantive rights and obligations that incorporates the principles of ecologically sustainable development in the rule of law. As part of this effort, WCEL and partners will also jointly produce policy papers to encourage understanding and application in multiple languages, as well as the application of the framework's principles.

WCEL also aims to cooperate with ELC and partners, including the Club des Juristes, UN Environment, OAS, Columbia University, IUCN Regional Offices, IUCN National Committees, and IUCN Members to further develop the **Draft Global Pact for the Environment** (an initiative of the Government of France) as a new global covenant for human rights and the environment. ELC will provide support through a series of national and regional meetings, briefings and side events, and multi-channel t promotion in multiple languages

4. Closing considerations

In addition to the closing considerations provided in the 2018 Workplan (Council document C/93/6), the following might be considered when developing future Commission Workplans:

1. Addressing the **overlap in reporting between the Annual Workplan and the Commissions' Summary.** Further thought might be given to the content of the Summary. The Summary currently provides a stand-alone, more in-depth overview of what Commissions have delivered and are planning to deliver over the coming year, but this could potentially be folded into the Annual Workplan document.

2. **Providing support to Commissions.** There is a need to ensure sufficient lead time to develop, discuss, and improve workplans as well as understand what main deliverables are. At the same time, Commissions need to ensure that they are able to devote sufficient time for this exercise so as to avoid delays. PME further needs to consider how to support Commissions so as to enhance quality and timeliness of workplans with a view of assessing progress towards the Commissions' four-year results and Targets of the IUCN Programme.

IUCN 2018 Workplan and Budget

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/5)

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EXECUTIVE SUMMARY

1. 2018 Workplan

The 2018 Workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions. It reports on progress against the 2017 plan and what will be delivered in 2018, based on the 4 year results established at the beginning of the intersessional period (February 2017).

Throughout 2017, there has been significant progress on improving and further developing the Programme and Project Portal. The Portal was the primary data source for the mid-year and 2018 budgeting exercises. Links with the finance systems were strengthened through exports between the Portal and the finance systems and data uploaded for previous budget years.

2018 portfolio data shows an increase of 19% in the average value of projects compared to 2017, confirming a small but real move from 'retail to wholesale'. Average duration and total number of projects did not vary significantly. This trend is also supported by donors' contributions, where IUCN's 16 biggest donors represent 71% of the total 2018 project budget.

IUCN's 2018 project portfolio is globally distributed, with the highest concentration of projects in Vietnam, Cameroon, Kenya and Thailand. For the first time, data extracted from the Programme and Project Portal[1], as well the use of visualisation tools, have strengthened the description of the state of the project portfolio. IUCN will continue to examine how to further exploit data and the emerging possibilities offered by the increasing sophistication of the Programme and Project Portal.

Contributions to the SDGs and the Aichi Targets have remained stable. SDG 15 (Life on land) and SDG 13 (Climate action) continue to account for the highest level of project mapping with 40% and 20% of all budget allocations respectively. On the Aichi Targets, Target 15 (Ecosystems restored) received the highest percentage, with an increase in the contribution to other targets including: Target 11 (Protected Areas), Target 12 (Extinction Prevented), and Target 14 (Ecosystem Services safeguarded).

At least a quarter of projects directly engage Members, Commissions or Committees through project implementation. The nature of that engagement and its adequacy for achieving programmatic objectives will need to be further explored in 2018.

The IUCN Workplan 2018 is presented against each of the 30 IUCN Programme 2017-2020 Targets. The Executive Summary provides a synthesis of the 2017 and 2018 highlights organised by sub-results (see Table 1 for an overview of sub-results and targets in the IUCN Programme 2017-2020).

Valuing and conserving nature

***SR 1.1** – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated*

In 2017**, IUCN generated assessments based on IUCN Standards.** The Red List of Threatened Species published 2,415 species assessment and 1,233 species re-assessments. The Red List of Ecosystems conducted three assessments and it worked in the development of a framework for global ecosystem typology. Green List Standards and Governance procedures were developed and implemented in Colombia and Peru. Key Biodiversity Areas were identified in Bangladesh and Senegal. IUCN 2017 publications had over 600,000 downloads and 97 scientific papers listed IUCN affiliation.

In 2018, **15,000 additional RLS assessments and 2,000 additional RLS re-assessments are planned**. Seven countries are to conduct national RLE assessments and Green List assessments are

[1] The Portal was developed to provide an online, centralized information system as the primary source of all project related information. It comprises a database of basic project information in the form of a project data sheet for each project. These collectively provide standardised, transparent and relevant information across the IUCN portfolio.

to be conducted in at least 60 Protected Areas worldwide. Five additional Key Biodiversity Areas will be identified. IUCN expects for an additional 500,000 downloads of IUCN publications, and 100 scientific papers listing an IUCN affiliation. The 2018 edition of the Protected Planet Report is to be launched at CBD COP-14.

Table 1 Distribution of sub-results and targets in the IUCN Programme 2017-2020

Programme Area	Sub-results	Targets
PA1: Valuing and conserving nature	SR 1.1 - Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated	1 - Red List species assessments 2- Red List of Ecosystems 3 - Protected Planet/ Green List 4 - KBAs 5 - Knowledge on valuing and conserving nature
	SR 1.2– Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated	6 - MEA implementation 7 - Illegal wildlife trafficking 8 - Standards, safeguards, NC metrics
	SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures.	9 - Conservation actions 10 - Protected area networks 11 - Invasive Alien Species eradication 12 - #natureforall
PA2: Promoting and supporting effective and equitable governance of natural resources	SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.	13 - NRGF and tools 14 - NRG assessments 15 - Community-led NRG
	SR 2.2 - Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.	16 - Rights-based approaches¨ 17 - Inclusion and participation 18 - Rule of law
	SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.	19 - Transboundary NRG 20 - High seas governance / Polar governance 21 - National accountability
PA3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development	SR 3.1 - Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision- makers at all levels.	22 - NBS benefits 23 - NBS standard 24 - Enabling policy for NBS
	SR 3.2-Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all levels.	25 - NBS incentives 26 - NBS inclusion and participation 27 - NBS Finance
	SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.	28 - NBS Public and Corporate investment 29 - Restoration 30 - NBS from intact ecosystems

***SR 1.2** – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated*

In 2017, **IUCN influenced key global policy processes for better integration of nature for sustainable development** including the CBD, UNCCD, UNFCCC, SDG, CITES, Ramsar and the World Heritage Convention through positions papers, guidance and recommendations. To combat illegal wildlife trafficking, TRAFFIC continued to support the operations of EU-TWIX, used by 900 European law enforcement officials and a similar system in Central Africa.[2] IUCN also **i**nformed and

[2] TRAFFIC is a strategic alliance of IUCN and WWF.

influenced investment screening criteria and business plans in Tanzania, India and Thailand. Gross Ecosystem Product assessments were completed in two pilot locations in China.

In 2018, **IUCN will continue to reflect the urgency of implementation** in all position papers and other relevant input to major policy arenas (e.g. Rio Conventions and the SDGs). Key knowledge products, including the Other Effective Area-Based Conservation Measures Guidance and the 2018 Protected Planet Report, will be used to inform CBD COP-14 and other Multilateral Environmental Agreements (MEAs). IUCN also plans for an additional 12 countries to access national information from the global Red List using the Integrated Biodiversity Assessment Tool (IBAT) and two new Gross Ecosystem Product pilot assessments are to be completed in China.

SR 1.3 *- Key drivers of biodiversity loss are addressed through application of conservation measures*

In 2017 **IUCN's project portfolio made demonstrable contributions to species and ecosystems conservation** through grant-making initiatives including CEPF, SOS (African Wildlife Initiative and Madagascar), the Integrated Tiger Habitat Conservation Programme (ITHP), BEST 2.0 and MFF. The Green List is also supporting the expansion of protected areas by providing training and promoting Green List nominations in Vietnam. IUCN also supported Invasive Alien Species eradication by generating knowledge, including work on the development of indicators for Aichi Target 9 and SDG Target 15.8 as well as developing tools at the regional level in the Mediterranean. Underpinning this work and supporting awareness raising, #NatureForAll worked with 175 partners and generated 20 success stories.

In 2018, **conservation actions for species and ecosystems are to include** CEPF, SOS (African Wildlife Initiative and Madagascar), ITHP and BEST 2.0. IUCN will aim to influence the expansion of protected area networks through the Green List. Ten countries in Central and West Africa are to commit to expand and secure their protected areas. Work on Invasive Alien Species will continue through participation in the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDG) and the Biodiversity Indicators Partnership (BIP), completing the consultation on the Environmental Impact Classification of Alien Taxa (EICAT), and new invasive species profiles added to the Global Invasive Species Database. #NatureForAll will seek to attract 30 more partners and generate 15 more success stories.

Promoting and supporting effective and equitable governance of natural resources

SR 2.1 *- Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.*

In 2017, **IUCN agreed on a set of NRGF principles** and a strategy document was prepared to enhance engagement of IUCN Secretariat and Commissions in the next phase of work on the development of an NRGF standard. NRGF tools have been applied in the Kilombero Valley as part of the SUSTAIN initiative. The ICCA Initiative (Support to indigenous peoples' and community conserved areas and territories) also produced governance assessments in seven countries and 12 CEPF grants supported community-led protected area governance systems within priority KBAs in Indo-Burma.

In 2018, the **NRGF standard and tools will be further disseminated and promoted** within at least two IUCN Regions and with two IUCN Members. It is also envisaged that the NRGF will be used to align existing IUCN governance-related tools. ICCA assessments will be conducted in five more countries. IUCN will facilitate the first-ever indigenous Member-led and self-determined strategy and mechanisms that mobilise, engage and coordinate action on conservation and natural resource management and indigenous rights, at the global, regional and national levels.

SR 2.2 *- Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.*

In 2017, **IUCN worked towards strengthening the consideration and integration of gender in governance** through the creation of and support to Gender Task Forces in Cameroon, Ghana, and Uganda. Data and analysis from the Environment and Gender Information (EGI) platform on gender-specific roles and gender-disaggregated contributions to sustainable development was used in several countries. IUCN delivered targeted capacity building for enhanced natural resource

governance to over 3,500 community members, government officials, academic institutions, and private sector representatives including through the use of innovative online platforms. IUCN also helped establish local water governance platforms in three sub-basins in Tanzania and Mozambique.

In 2018, **IUCN will support the development and implementation of climate change Gender Action Plans (ccGAPs) in at least two new countries**. In six basins, IUCN will deliver training on multi-stakeholder processes for decision making and dialogue events for policy influencing to target audiences. Underpinning this work, IUCN, in collaboration with other partners, is to publish the "IUCN World Declaration on the Environmental Rule of Law" and support the continued development of a Global Pact for the Environment.

SR 2.3 *- Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened*

In 2017, IUCN supported **transboundary water management** through the establishment of a multistakeholder Technical Advisory Group (TAG) in the 3S Basin (Sesan River, Sekong River and Sre Pok River); the development of a regional GBM basin (Ganges-Brahmaputra-Meghna); the strengthening of climate change adaptation and watershed governance capacities of the Binational Commission for the Sixaola River Basin (Costa Rica - Panama); and the Goascorán River Basin (Honduras - El Salvador). On high seas and polar governance, IUCN participated in the Oceans/SDG 14 conference to highlight the importance of a global agreement on the high seas. Thanks to IUCN efforts, the Ross Sea was declared the first protected area in Antarctica. At the national level, IUCN supported four countries to revise their NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs. Two countries were supported to ratify the Nagoya Protocol.

In 2018, IUCN will continue supporting **transboundary water governance** in the Goascorán river basin (Honduras - El Salvador) and the Sixaola River Basin (Costa Rica - Panama). IUCN will also continue to support the on-going process for **adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea**, the adoption of MPAs at CCAMLR (Convention on the Conservation of Antarctic marine Resources) and the implementation of a resilient network of MPAs in the Arctic. At the national level, 11 countries will continue implementing nature based solutions relevant to NBSAPs and two more countries will receive support for NBSAP implementation, four countries will receive support to complete UNFCCC National Reporting and an additional county will be supported to ratify Nagoya protocol.

Deploying nature-based solutions to societal challenges

SR 3.1 *- Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision- makers at all levels*

In 2017, **IUCN supported the development of People in Nature** (PiN) by identifying key features of benefits assessment of species trade and use. IUCN also supported national and subnational forest landscape restoration and REDD+ strategies to incorporate conservation and recovery of species and ecosystems. Two Restoration Opportunities Assessment Methodology (ROAM) reports assessed the economic, social and environmental benefits of Nature based Solutions at subnational level in Colombia and Peru. This will contribute to the collection of evidence base on successful NBS standards which will be tested and published. The Restoration Opportunity Optimization Tool (ROOT) was applied in Costa Rica.

In 2018, **IUCN will initiate pilot tests of PiN approach** and methodology in two sites in Honduras and Malawi to co-generate knowledge and evidence of importance of species and ecosystems for livelihoods and culture and to provide the basis for community land management plans. IUCN will continue to support implementation of national and subnational restoration strategies in Guatemala, Honduras, Mexico and Nicaragua. IUCN will deliver two ROAM reports demonstrating how the Bonn Challenge can serve as an implementation vehicle for fulfilling multiple international commitments such as the SDGs, Aichi Targets, Paris Agreement, and Land Degradation Neutrality. ROAM and ROOT will be applied at the national and subnational level.

SR 3.2 *– Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all*

In 2017, **ecosystem stewardship was enhanced** through a range of on-ground and policy-level actions including twelve CEPF grants which supported co-management and benefit sharing mechanisms in the Sino-Vietnamese Limestone Mountains, the Mekong River, the Tonle Sap, and Myanmar. IUCN also produced analyses for the inclusion of gender in the restoration strategies of Honduras, Costa Rica and the Yucatan Peninsula. Gender Task Force units were established, endorsed by governments and integrated as components of the REDD+ governance architecture in Cameroon, Ghana and Uganda. A Gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map was developed. IUCN also worked with the Brazilian Ministry of Environment and local governments to promote financial mechanisms for implementing and scaling-up EbA measures.

In 2018, IUCN will upscale its training for gender responsive FLR in South America. Five gender road maps will be developed to deliver FLR strategies that support the active participation of women and youth. I**UCN will publish a paper on women as agents of change in water diplomacy, which will be promoted at the 8th World Water Forum**. IUCN will continue to work with the Ministry of Environment of Brazil to trigger a debate on EbA at the national level, engaging different secretaries and Ministries with a view to unlocking further EbA-related funding.

SR 3.3 *- Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored*

In 2017, **IUCN's comparative advantage as convenor and provider of sound remediation advice continued to be recognised**, with an agreement of a long term monitoring programme with the Nigerian government and Shell Nigeria (SPDC) on the implementation of Niger Delta Panel (NDP) recommendations as well as the establishment of an Independent Panel for the Rio Doce watershed in Brazil. Investment screening criteria relating to inclusion, sustainability and biodiversity was pilot tested by the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), businesses and financing institutions in Tanzania. IUCN also supported the growth of the Bonn Challenge allowing for the 150 m ha milestone to be crossed.

In 2018 the **Rio Doce Independent Panel will provide technical guidance for major restoration in the watershed in Brazil**, and the five year monitoring plan will be initiated with the SPDC. IUCN will continue promoting commitments to the Bonn Challenge, and Brazil will host the Third Bonn Challenge High Level Round Table meeting. Support to the establishment of protected areas at the regional and country level will continue.

Closing considerations

In **setting the course for the preparation of the 2019 workplan exercise and beyond**, the following areas will be examined over the coming months:

1. **Progress towards the 2020 targets.** The 2018 Workplan development process has highlighted a number of issues that IUCN will need to address in order to effectively demonstrate progress towards the 2020 targets. These include strengthening data governance and data quality, finalising the selection of appropriate 2020 targets, confirming the measurability of indicators against data availability and data quality, strengthening the alignment of project, Programme and SDG indicators, and adopting a progress measurement approach.

2. **Coherence of programmatic planning and reporting.** Developed in 2017, as part of the Secretariat organisational change process, "Business Lines" group thematically linked programmes into a cohesive structure based around a detailed theory of change. Business Lines offer a structure which has the potential of more clearly linking and demonstrating project portfolio contribution to IUCN Targets and SDGs. They are IUCN's main story lines and will henceforth be used to build robust and compelling narratives of portfolio contribution to SDGs.

3. **Portfolio compliance with standard technical publishing frameworks**, such as the International Aid Transparency Initiative (IATI) Standard**.** In 2017, IUCN registered and published its first project data to IATI Standard. The benefits and costs of adherence to the IATI standard should be assessed in deciding whether full portfolio compliance is warranted. IATI requires adherence to data quality measures, which should help provide a benchmark of IUCN's performance in its own right.

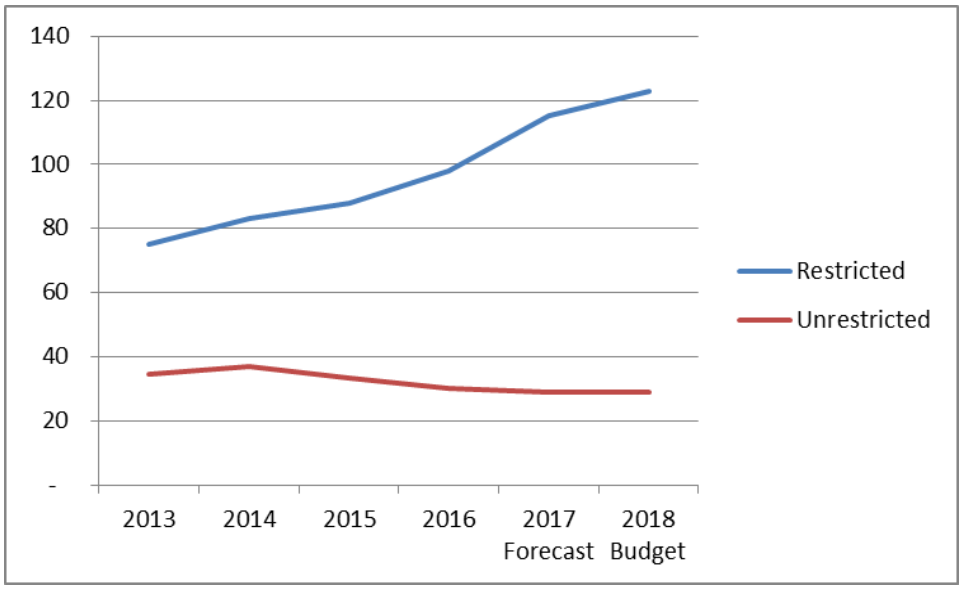
4. **Accessibility of key information.** Projects are a core impact delivery mechanism. Project result frameworks and annual technical progress reports should be made available through the Programme and Project Portal. To facilitate this, the Portal will have to be expanded to allow for uploads of these reports.

5. **Linking annual Workplan, framework partner report, and corporate report.** Currently the annual Workplan, framework partner report, and annual corporate report are three separate exercises. Linkages between them should be strengthened to make full use of relevant information across IUCN reporting and outreach. IUCN Secretariat will experiment with this approach during 2018.

2. 2018 Budget

The 2018 budget reflects a rising level of restricted income and a stabilization of the level of unrestricted income as shown in Figure 1 below.

Figure 1 Income trends, CHFm



The increase in restricted income is supported by a growing project portfolio, driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds and by focussing on large-scale programmatic initiatives that are well aligned with donor priorities. Significant resources are being received from the European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

Unrestricted income has stabilized. Membership dues remain at a similar level to 2017. Framework income is marginally lower than forecast for 2017 but this is compensated by growth in the Patrons of Nature initiative.

Investment of core resources in global and regional programme remains at a similar level to 2017; the only significant change being additional investment in the Economic Knowledge programme which will increase IUCN's capacity to provide economic analysis and policy options to address the drivers of biodiversity loss. Table 2 below shows the overall budget.

Table 2 Budget summary

	2016	2017	2018	2018
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Total budget				
Income	128.3	144.0	151.7	137.0
Expenditure	128.5	143.8	151.4	137.0
Operating result	**(0.2)**	**0.2**	**0.3**	**-**
Exceptional costs	-	(0.7)	-	-
Transfers (to)/from designated reserves	0.6	(0.5)	(0.3)	-
Net result	**0.4**	**(1.0)**	**0.0**	**-**

A total expenditure budget of CHF 151.4m is proposed for 2018. This compares to a 2017 forecast of CHF 143.8m and the 2017-20 Financial Plan projection of CHF 137m.

The budgeted operating result for 2018 is CHF 0.3m and a breakeven result after taking into consideration budgeted transfers to designated reserves to fund the Regional Conservation Fora that will take place in 2019.

The budget comprises a core (unrestricted) budget and a project (restricted) budget as summarised in Table 3 below.

Table 3 Summarised core budget and project budget

	2016	2017	2018	2018
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Core budget				
Core income	30.2	28.8	29.0	28.0
Cost recovery	36.9	41.5	40.1	37.0
Total income	**67.1**	**70.3**	**69.1**	**65.0**
Expenditure	67.3	70.1	68.8	65.0
Operating result	**(0.2)**	**0.2**	**0.3**	**-**
Project budget				
Income	**98.1**	**115.2**	**122.7**	**109.0**
Expenditure	61.2	73.7	82.6	72.0
Cost recovery	36.9	41.5	40.1	37.0
Total expenditure	**98.1**	**115.2**	**122.7**	**109.0**
Operating result	**-**	**-**	**-**	**-**

The core budget is slightly lower than the 2017 Forecast (2018 expenditure: CHF 68.8 vs 2017: CHF 70.1) as a result of slightly lower levels of cost recovery[3] from the project portfolio. This is a result of a change in the mix of delivery models and a growth in grant making and implementing agency models that require less IUCN staff time as a proportion of total project costs.

The project budget shows an increase from CHF 115.2m in 2017 to CHF 122.7m in 2018, reflecting project portfolio growth.

[3] Cost recovery represents the value of operating costs that are charged to the project portfolio and hence "recovered" from project funds. It is shown as an income in the core budget and a corresponding cost in the project budget. The two net out on consolidation.

PART 1: THE 2018 WORKPLAN

The 2018 Workplan corresponds to the provisions of Strategic Planning and Reporting Framework Annex 4 to Council decision C/88/7. It contains evidence of progress against the approved IUCN Programme 2017-2020 Targets as well as the SDGs and Aichi Targets.

1. Introduction

Part I contains the IUCN Workplan for 2018, the second year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas: Valuing and conserving nature; Promoting and supporting effective and equitable governance of natural resources; and Deploying nature-based solutions to address societal challenges.

The Workplan is drawn from IUCN's global thematic programmes, Commissions and Regions. It provides a high-level snapshot of 2017 progress, and highlights key aspects of IUCN delivery in 2018 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets.

For the first time, it makes extensive use of portfolio data extracted from the Programme and Project Portal. The Portal was developed to provide an online, centralized information system as the primary source of all project related information. It comprises a database of basic project information in the form of a project data sheet for each project. These collectively provide standardised, transparent and relevant information across the IUCN portfolio.

There has been significant progress on improving and further developing the Programme and Project Portal. The Portal was the primary data source for the mid-year and 2018 budgeting exercises. Links with the finance systems were strengthened through exports between the Portal and the finance systems and data uploaded for previous budget years. Work continues on system integration to reduce duplicate data entry between systems and to strengthen the correctness and completeness of the finance data in the Portal. In 2017 and into 2018 work continues to align the Portal with other IUCN systems,e.g. Constituency Management System (CMS), Human Resources Management System (HRMS) and NAV finance system, to further integrate and align data capture, reduce time needed to input data and reduce error rates.

In 2017, IUCN Targets and Indicators were linked to projects in the portal. The Indicator baseline and Target value data was entered for all projects in the Portal. IUCN continues to map all projects to SDGs and Aichi Targets. Work towards the Release 1 of the online Project Appraisal and Approval System (PAAS) continued and completion is previewed for Q1 2018. This will be integrated into the Portal and will streamline project creation and data entry and management. It is envisaged that this will continue in 2018 with additional updates and releases to further strengthen the online system through user experience and feedback.

2. State of the Project Portfolio

2.1 General overview

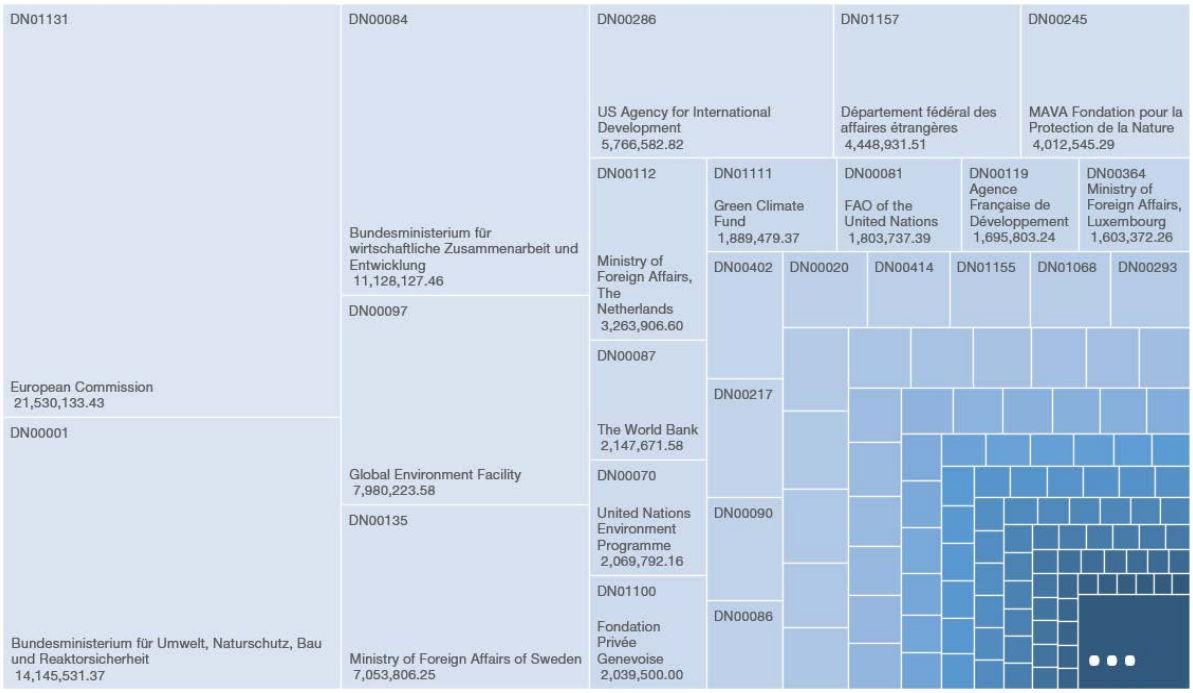
In the 2018 budget, the average value of projects has increased by 19% over 2017 budget values while average duration and total number of projects did not vary significantly (

Table 4). The increase in average value was driven by several large scale programme initiatives, e.g. BIOPAMA II, and demonstrates a positive move towards 'retail to wholesale' ambitions of significantly increasing the average value of each project in the portfolio.

Table 4 Basic portfolio information for 2017/2018[4]:

	Budget 2017	Budget 2018	Change
Number of projects	441	410	-5%
Average duration (yrs)	3.1	3.18	+3%
Median duration (yrs)	3.0	3.00	0%
Average project value (m CHF)	1.13	1.35	+19%
Median project value (m CHF)	0.24	0.39	+62%

Figure 2 Top 2018 project portfolio donors (n=179 donors)[5]



IUCN's 16 biggest donors represent 71% of the total 2018 project budget (

Figure 2), with the European Commission responsible for over 16% of total project portfolio contribution alone (CHF 21.5m). 163 other donors make up the remaining 29% of the total 2018 project budget.

IUCN's 2018 project portfolio is globally distributed (Figure 3), with the following key characteristics:[6]

- The highest concentration of projects is in three Statutory States: Vietnam, Cameroon, Kenya and Thailand (Table 5).[7]
- Europe (16) and East and Southern Africa (16) have the highest number of projects at the Operational Region level of project mapping (Figure 4)[8]. It should also be noted that Globally-tagged projects (65) are included in this map[9].

[4] Average size of projects was calculated based on the whole value of projects through their lifetime. B projects are included and their value is factored. Framework funded projects were excluded from analysis.

[5] The values are for 2018 only. Excludes framework-funded projects.

[6] The total of projects taken into account for the analytics is equal to 261. Out of the total number of projects, these ones selected a geographical location.

[7] IUCN's operational regions coordinate projects in States (Statutory States) according to Article 5 (a) and Regulation 36 of IUCN Statutes.

[8] Projects are allocated at the Operational Region level if they have not been split by Statutory State in the Portal.

[9] IUCN's operational regions coordinate the regional programme, the project portfolio and its budget.

- IUCN's 2018 project portfolio shows the highest level of investment in Burkina Faso, Brazil, Honduras and Mozambique (Figure 5). Half of the top ten Statutory States by 2018 project budget are in Africa.
- Projects budgets are allocated at the Operational Region level (Figure 6) if they haven't identified a Statutory State in the Portal. East and Southern Africa (CHF 4.17m) has the highest level of projected 2018 project budget not tagged down to Statutory State level. It should be noted that Globally-tagged projects (CHF 11.98m) are included in this map though they represent a different level of project allocation.

Figure 3 Number of projects per Statutory State[10]

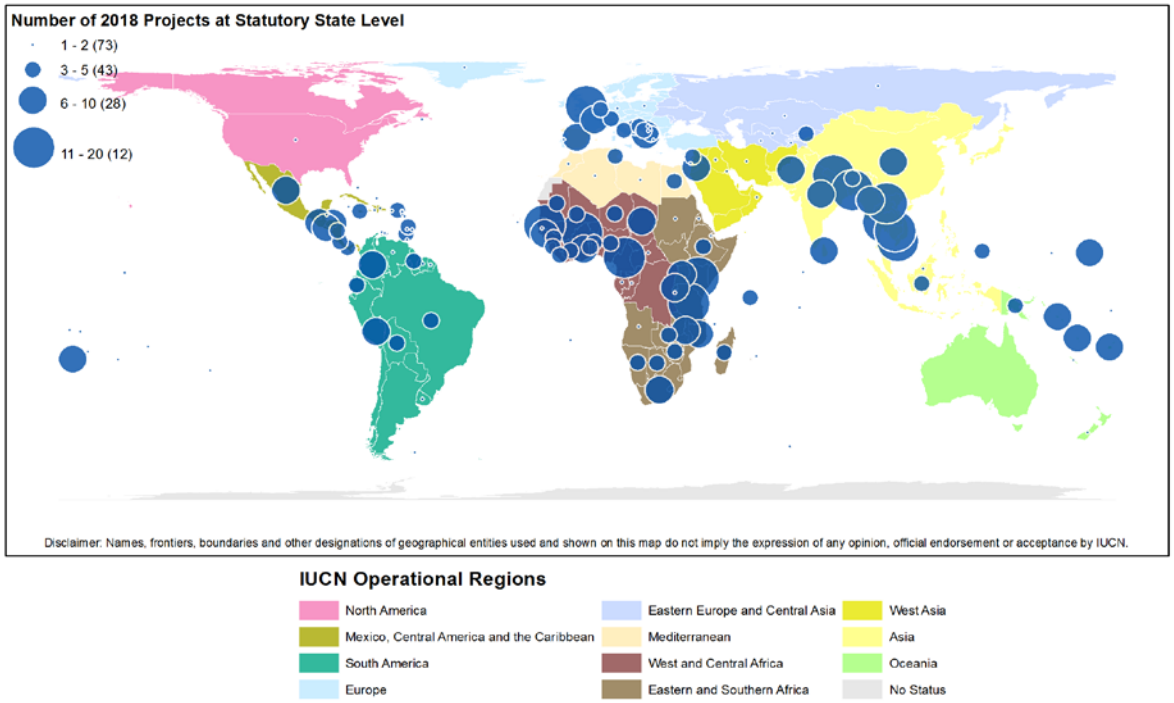


Table 5 Statutory states with most projects

Number of Projects	Statutory States
17	Viet Nam
16	Cameroon
15	Kenya, Thailand
14	United Kingdom of Great Britain and Northern Ireland
13	Cambodia, Nepal
12	Lao People's Democratic Republic, Mozambique
11	Burkina Faso, Spain, United Republic of Tanzania
10	Honduras, India, Myanmar, Senegal, Sri Lanka
9	Fiji, Pakistan, Vanuatu
8	Ghana, Guatemala, Peru, Solomon Islands, Uganda

[10] Figure 3 shows the number of projects in Statutory States represented by the size of circles. The legend indicates the number of projects and the correspondent number of Statutory countries (in parenthesis). For e.g. 12 countries worldwide have from 11 to 20 projects.

Figure 4 Number of projects allocated at Operational Region level[11]

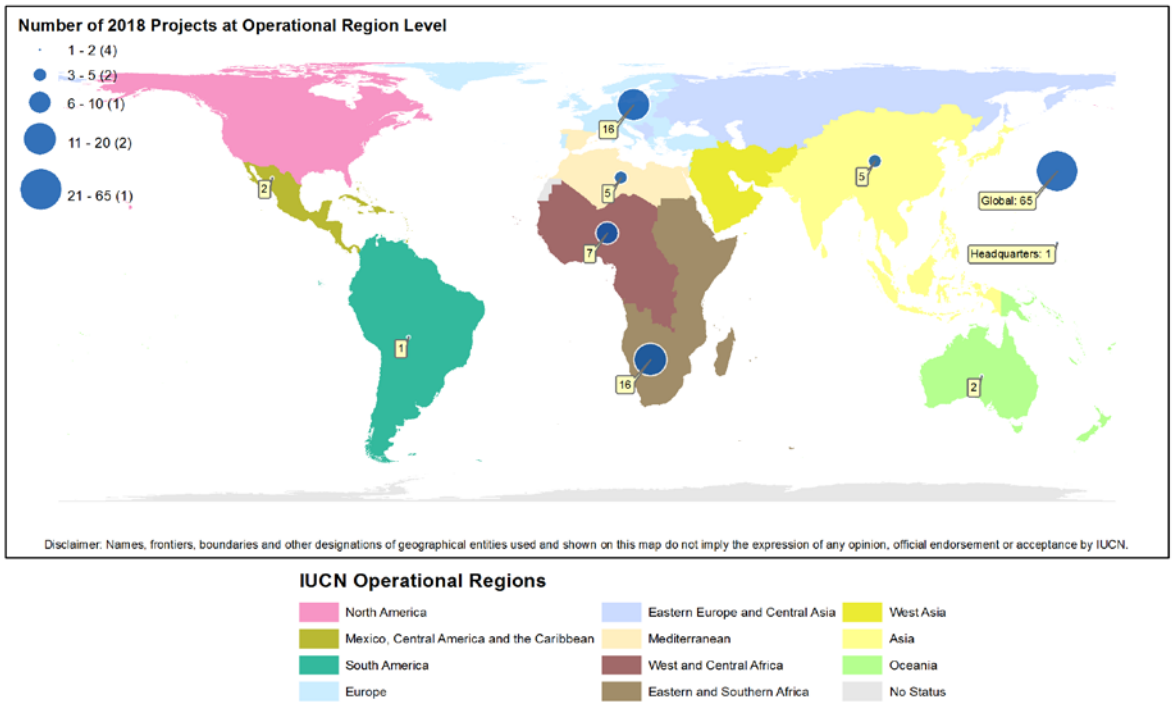
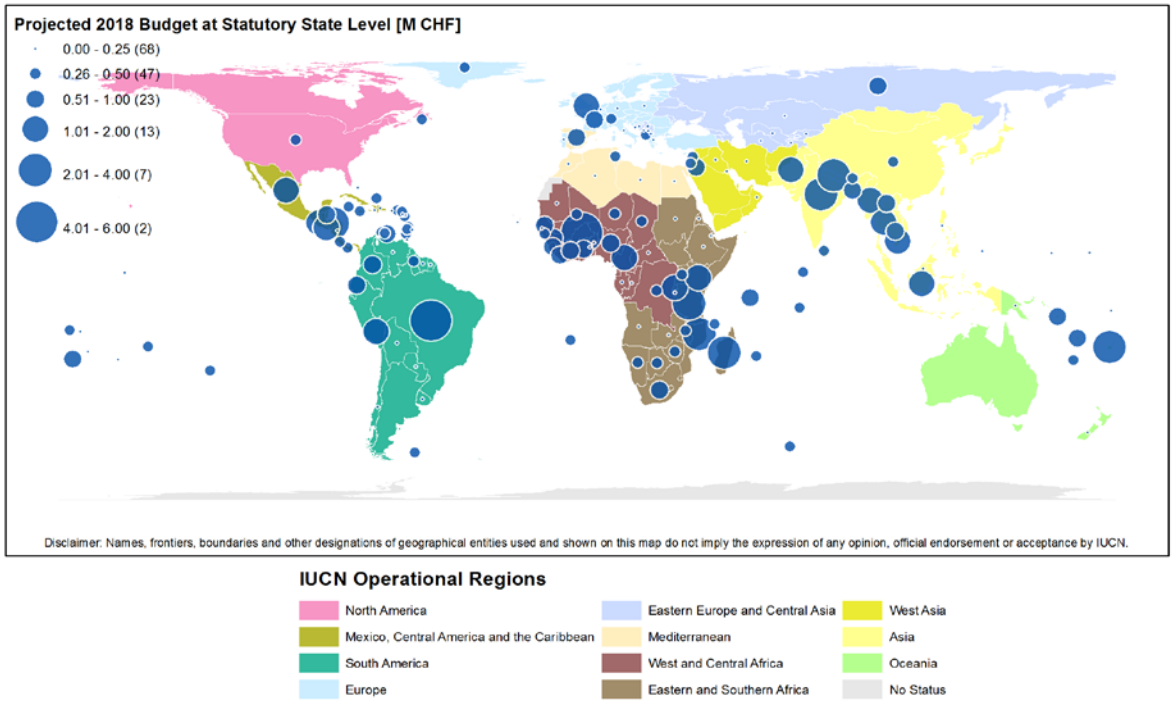


Figure 5 2018 project budget per Statutory State[12][13]



[11] Figure 4 shows the number of projects by Operational Region level represented by the size of circles. The legend indicates the number of projects and the correspondent number of Operational Regions (in parenthesis). For e.g. two regions have from three to five projects.

[12] Figure 5 shows the projected 2018 budget in Statutory States (M CHF) represented by the size of the circles.. The legend indicates the projected budget size and the correspondent number of Statutory countries (in parenthesis). For e.g. seven countries have a projected budget from CHF 2M to CHF 4M.

[13] The values are for 2018 only. The 2018 portfolio data includes both signed and projects under negotiation (C and B status respectively). The projected 2018 value for budgets under negotiation takes into account likelihood of signing. Excludes framework-funded projects.

Figure 6 Projected 2018 project budget at Operational Region level[14][15]

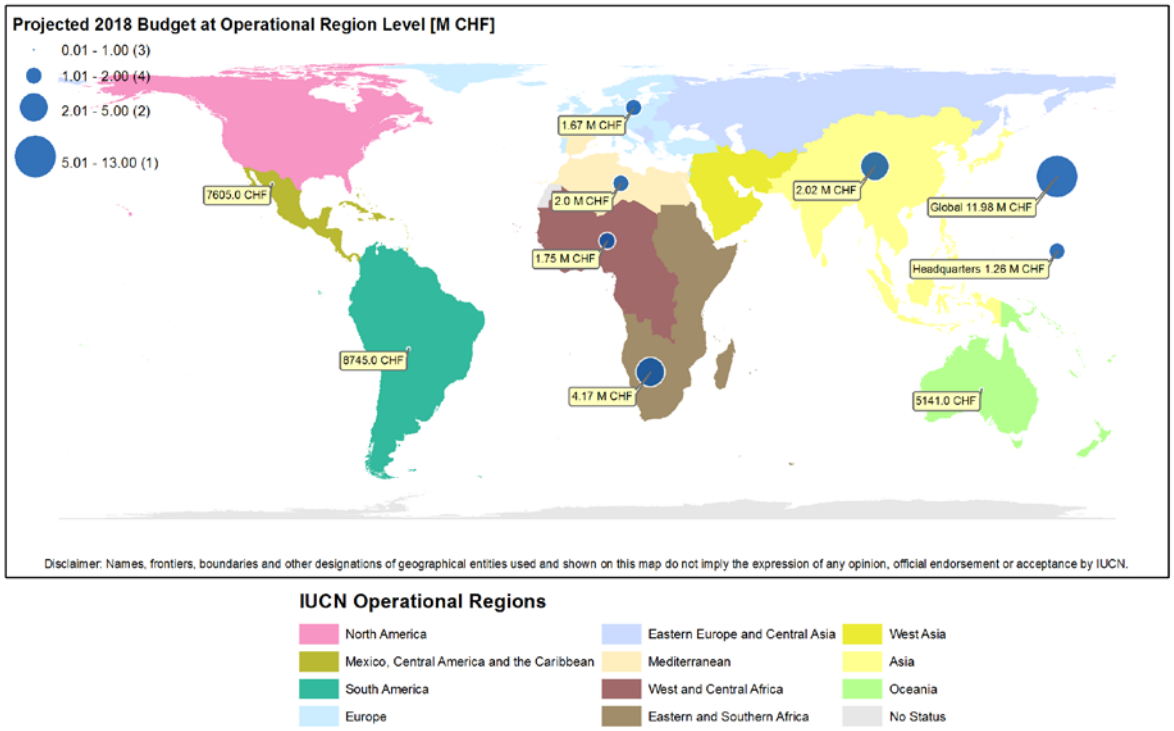


Table 6 Top 10 Statutory States by 2018 project budget

Project budget (million CHF)	Statutory State
5.64	Burkina Faso
4.49	Brazil
3.66	Honduras
3.59	Mozambique
3.16	India
2.54	Tanzania, United Republic of
2.46	Fiji
2.2	Nepal
2.04	Madagascar
1.94	Cameroon

[14] Figure 6 shows the projected 2018 budget at Operational Region level (M CHF) represented by the size of the circles. The legend indicates the projected budget size and the correspondent number of Operational Regions (in parenthesis). For e.g. four regions have a projected budget between CHF 1M to CHF 2M.

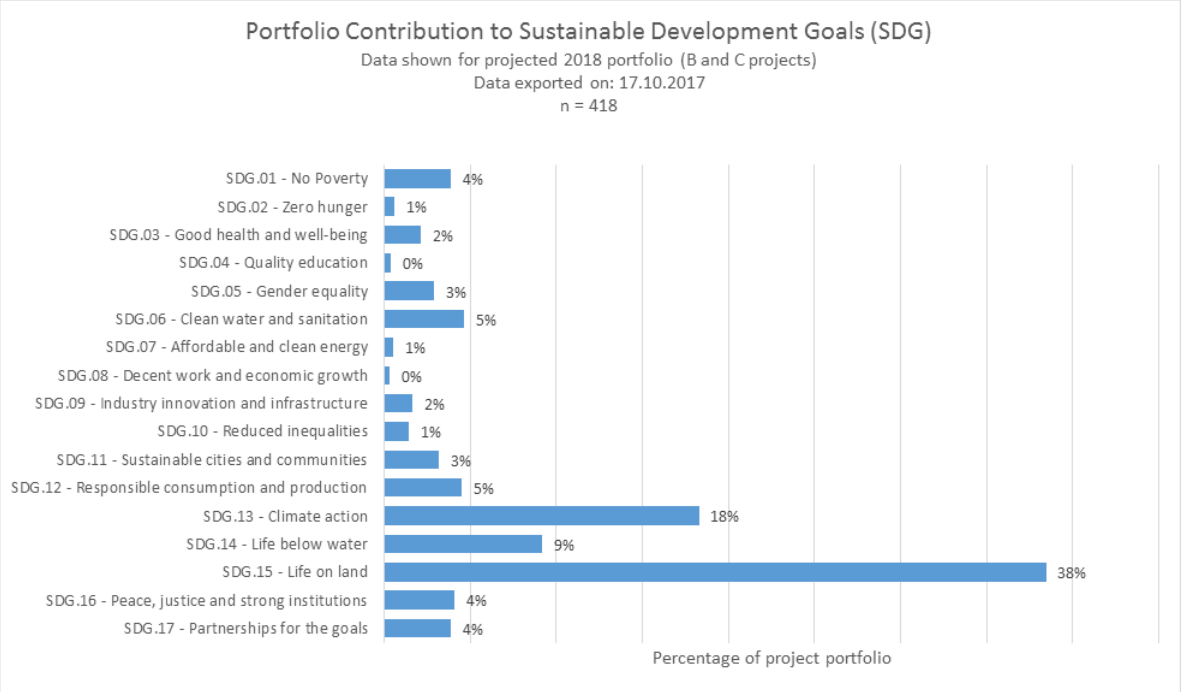
[15] The values are for 2018 only. The 2018 portfolio data includes both signed and projects under negotiation (C and B status respectively). The projected 2018 value for budgets under negotiation takes into account likelihood of signing. Excludes framework-funded projects. Headquarters has been assigned an arbitrary position on the map to show its projected budget in the graph.

2.2 IUCN and the Sustainable Development Goals

All projects in the Portal are tagged against the Sustainable Development Goals (SDGs) that they deliver against**.** IUCN has mapped project budgets to SDGs as a proxy indicator of contribution to each SDG (Figure 7).

The 2018 IUCN portfolio contribution to the SDGs does not differ significantly from 2017. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for nearly 40% of all project budget allocation. SDG 13 Climate action accounts for the second highest allocation, at nearly 20% of all project budget allocations. It should be emphasized that these values are derived from a proxy indicator (project budget mapping to SDGs) and that actual contribution, as measured through the delivery of SDG-aligned results, may not fully align with this mapping.

Figure 7 2018 IUCN project portfolio and the Sustainable Development Goals[16]



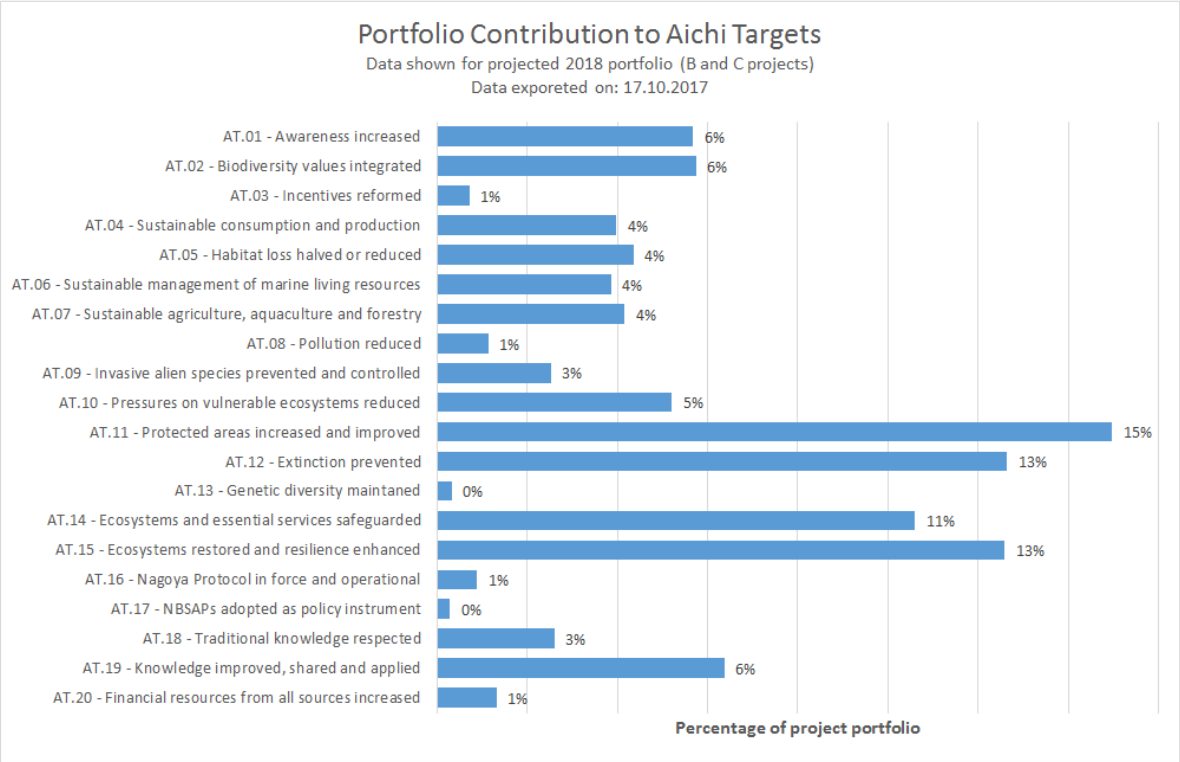
2.3 IUCN and the Aichi Targets

All projects in the Portal are tagged against the Aichi Targets that they deliver against**.** IUCN has mapped project budgets to Aichi Targets as a proxy indicator of contribution to each Aichi Target (Figure 8).

The 2018 project budget mapping to Aichi Targets is largely consistent with 2017. The main Aichi Targets IUCN contributes to include Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). This represents a slight change from the 2017 mapping exercise, in which Target 15 (Ecosystems restored) received the highest percentage of project budget tagging. As with the SDG mapping, these values are derived from a proxy indicator (project budget mapping to Aichi Targets), and actual contribution as measured through the delivery of Aichi Target-aligned results may not fully align with this mapping.

[16] Percentages are calculated from 2018 values only. Includes framework-funded projects. 6% of data is missing.

Figure 8 2018 IUCN project portfolio and the Aichi Targets[17]



2.4 The IUCN Portfolio and the One Programme

At least a quarter of projects directly engage Members, Commissions or Committees (Figure 9). The nature of that engagement and its adequacy for achieving programmatic objectives will need to be further explored in 2018.

2.5 The IUCN Portfolio mapped against the IUCN Programme 2017-2020

The 2018 project portfolio is mapped against the IUCN Programme 2017-2020 and its Sub-results (**Figure 10**). For 2018 there has been a significant increase in project portfolio mapping to Global Result 1 (Valuing and Conserving Nature) which increased from 36% in 2017 to 45% in 2018. There has been a corresponding decrease in mapping to Global Result 2 (down from 29% to 24%) and Global Result 3 (down from 35% to 28%). A change in the data model used to generate these values in 2017 may be the cause for this variation between 2017 and 2018.

[17] Percentages are calculated from 2018 values only. Includes framework-funded projects. 8% of data is missing.

Figure 9 Percentage of projects that engage Members, Commissions or Committees[18]

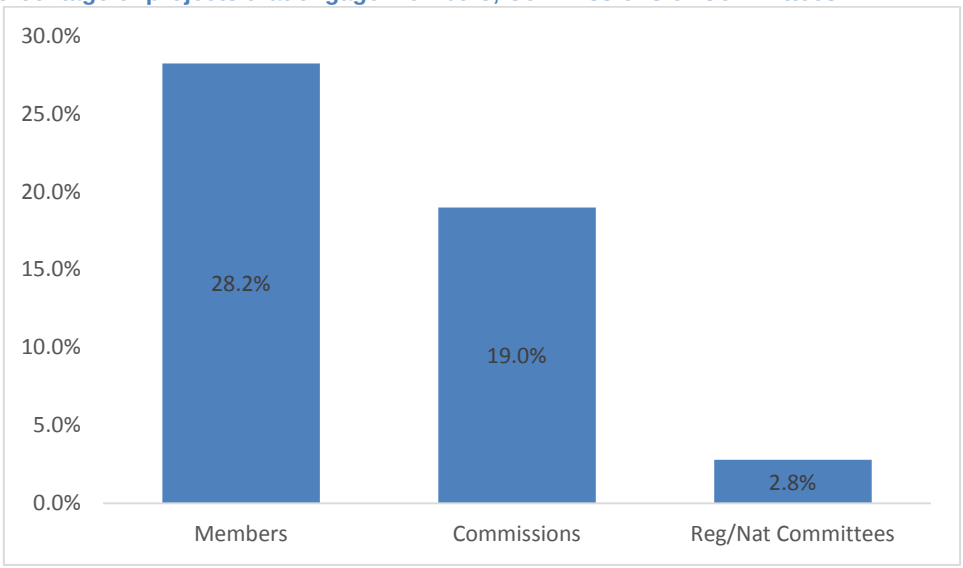
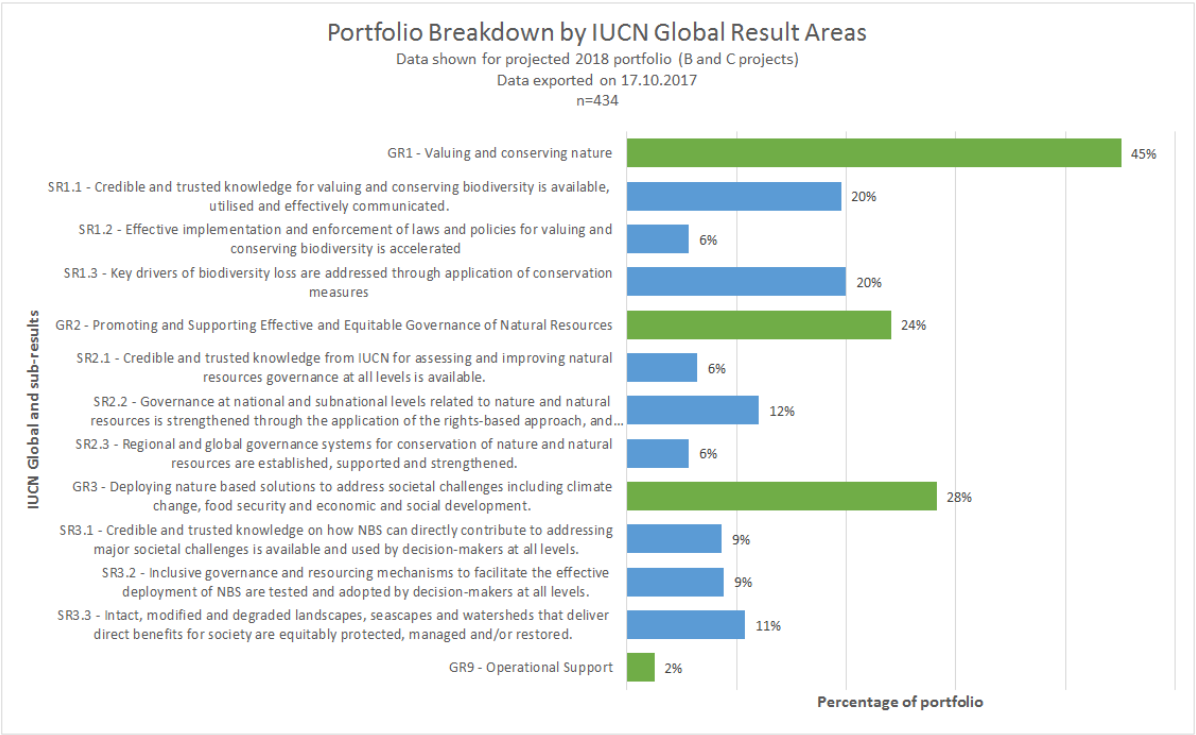


Figure 10 Portfolio Breakdown (%) by Global and Sub-Result[19]



[18] The completeness of this data set has not been assessed. The percentages are calculated from 2018 values only. Includes framework funded projects.

[19] The data model for programme areas and sub-results was improved in 2017 with introduction of tracking contribution towards targets. The percentages are calculated from 2018 values only. Includes framework-funded projects. 2% of data is missing.

3. The 2018 Workplan

The 2018 Workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions. It reports on progress against what IUCN planned to deliver in 2017 and also plans for what will be delivered in 2018. At the beginning of the intersessional period, global thematic programmes, Commissions and Regions each identified a set of four-year intersessional results that contribute to the 30 Targets of the IUCN Programme and their corresponding annual results for the upcoming year. Reporting is based on performance against their annual results in terms of activities, outputs and results.

It is not possible to provide a comprehensive overview of progress towards all 2020 targets at this stage. Progress towards the achievement of the 2020 Targets is measured through the IUCN Programme indicators. For each indicator, a baseline value has been identified as of end of 2016. An update on the indicators will be provided on an annual basis through the annual reporting exercise. With this in mind, the Secretariat is currently finalising missing 2020 target values.[20]

The IUCN Workplan 2018 is presented against each of the 30 IUCN Programme 2017-2020 Targets. For each Target, the Target description, indicator, baseline and target value is provided as reference. Tables also provide highlights of 2017 achievements as well as highlights of planned 2018 activities. A short narrative accompanies each Target.

Target 1 – Red List species assessments

Target 1 The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of global RLTS assessments and reassessments published B: 85,604 species assessments (7 December 2016)	2,415 species assessments published 1,233 species re-assessments published 344 people trained 163 publications using IUCN Red List as keyword	15,000 additional species assessments 2,000 additional species re-assessments published +220 people trained +150 publications using IUCN Red List as keyword	160,000 species to make The IUCN Red List a "Barometer of Life"

Progress has been made on Target 1 in 2017, with a number of new and re-assessments completed, target audiences trained on the use of the Red List, and publications using IUCN Red List as keywords.

In 2018, **IUCN plans to assess 15,000 additional species,** including with two regional Red Lists (Arabian Peninsula and Europe) and by completing the Global Reptile Assessment. An additional 220 targeted users will be trained in the use of the Red List, including through a workshop for experts from Croatia, Bosnia and Herzegovina, Macedonia and Montenegro. IUCN will present the current status of the Mediterranean Biodiversity assessment and promote National Red Lists in the Mediterranean countries.

[20] Missing target values (2020 targets) for the indicators of the following IUCN Programme Targets: 6, 7, 8, 18, 19 and 20.

Target 2 – Red List of Ecosystems

Target 2 The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: % and area (km2) of the world's ecosystems assessed using approved IUCN RLE Criteria and agreed global ecosystem classification B: End 2016: 35.133 mill sq.km. (Americas - 30.658 mill sq.km; Europe - 4.475 mill sq km.)	Development of Framework for global ecosystem typology 3 Red List of Ecosystems assessments are being conducted	7 countries conduct national Red List of Ecosystem assessments	Area status as of end of 2020: 56.036 mill sq.km

In 2017, **IUCN developed a framework for global ecosystem typology** which is key to ensure that countries and/or Regions use RLE consistently. RLE assessments are currently underway in China, Lebanon and Myanmar. Moreover, six countries (Chile, Colombia, South Africa, Australia, Norway and Finland) are advancing in the use of RLE results for policy design, including in 2 marine ecosystems (a coral reef and upwelling system) and multiple freshwater ecosystems.

In 2018, **IUCN will work with four additional countries** in the Mediterranean (1), West Asia (1), Colombia and Australia to conduct RLE assessments, in addition to the ones currently underway. IUCN also plans to complete the testing of the typological framework with regional datasets to present a draft global typology and further continue with the development of the case studies on marine and freshwater ecosystems (including mangroves).

Target 3 – Protected Planet / Green List

Target 3 Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: Proportion of protected areas documented in Protected Planet with boundary documentation B: Coverage of terrestrial and inland water areas: 202,467 terrestrial and inland water protected areas, covering 14.7 % (19.8 million km2). B: Coverage of marine protected areas: 14,688 MPAs, covering 4.12% (14.9 million km2) of the global ocean and 10.2% of coastal and marine areas under national jurisdiction. In Areas Beyond National Jurisdiction, MPAs make up 0.25% of total area	>100 case studies compiled on Panorama Green List Standards and Governance procedures developed and implemented in Colombia and Peru World Commission on Protected Areas Strategic Framework for Capacity Development implemented in four countries	+150 case studies Green List assessments conducted in at least 60 Protected Areas worldwide Green List standards incorporated in RRIS Testing of Natura2000 Green List criteria supported in at least 4 Mediterranean Natura2000 sites Protected Planet report 2018 launched at CBD COP-14	By 2020 at least 17% of terrestrial and inland water areas and 10% of coastal and marine areas are conserved.

In 2017, **IUCN developed the Green List Standards and Governance procedures**. These foundational building blocks helped start the Green Listing process in Colombia and Peru. Implementation of the IUCN World Commission on Protected Areas Strategic Framework for Capacity Development has begun in Colombia, Spain, France, and Burkina Faso, linked to the Green List process where relevant. IUCN's Panorama platform was updated with over 100 case studies describing different protected area solutions from around the world.

In 2018 **IUCN plans a major expansion of Green List-related activities,** conducting 60 Protected Area assessments globally including three North African countries (Algeria, Morocco and Tunisia), an in-depth assessment of governance effectiveness for Georgia's protected area system, dissemination of information on the green list, effective management of protected areas, and capacity building for protected area management in Barbados, Jamaica, Antigua, Mexico, Guatemala and Belize. New

protected areas in Peru and Colombia will be included in the Green List. From a systems integration aspect, in 2018 the Green List standards will be incorporated into the Regional Reference Information System (RRIS) to facilitate harmonization of different management and governance assessments tools. Panorama is to produce 150 additional case studies. The Protected Planet report for 2018 is to be launched at CBD COP 14.

Target 4 – Key Biodiversity Areas

Target 4 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of Key Biodiversity Areas identified according to A Global Standard for the Identification of Key Biodiversity Areas B: 15,524	Key Biodiversity Areas identified in Bangladesh and Senegal	Regional and country assessments in Mediterranean and ORMACC regions progressed Five additional Key Biodiversity Areas identified including Senegal and Guinea	2,500 (this could include _either_ addition/revision of data for existing sites (from among the 15,524), _or_ the identification of new sites (over and above the 15,524)

In 2017, IUCN worked with partners to identify two Key Biodiversity Areas (KBAs): Nijhum Dwip, in Bangladesh, and an assessment of the Ndiaël inland water reserve was conducted in Senegal.

In 2018, **IUCN will deliver an updated Mediterranean region Key Biodiversity Area profile** comprising completed terrestrial KBA data, and including under-represented taxa and biomes. An assessment of KBA conservation and management status of the Douro and Sebou rivers will begin in 2018, as will an initiative to support acceptance of KBAs by national authorities of two target Mediterranean countries. In Mexico, Guatemala and Belize, management and governance effectiveness actions aligned with KBA standards will be developed for identified priority areas. KBAs will be identified in Senegal and the Guinea forests Biodiversity Hotspots of West and Central Africa.

Target 5 – Knowledge on valuing and conserving nature

Target 5 IUCN knowledge, including gender-specific knowledge as appropriate on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of downloads of 2017 publications B: 507,648 I: # of scientific papers published listing IUCN affiliation B: 76 (2015 value)	611,916 downloads 97 Scientific papers listing IUCN affiliation	500,000 downloads 100 Scientific papers listing IUCN affiliation	2 million downloads 300 scientific papers published listing IUCN affiliation

IUCN made progress against Target 5 in 2017, with **over 600,000 downloads of IUCN publications** from the IUCN Library Portal for 1 January 2017 – 1 October 2017. IUCN's strong contribution to scientific knowledge continued with **97 scientific papers listing an IUCN affiliation**, including 7 in "Nature" or "Science". The top three downloaded IUCN publications in 2017[21] are 1. *Explaining ocean warming* (11,690 downloads), 2. *Primary microplastics in the oceans* (10,161 downloads), and 3. *Adaptación basada en ecosistemas* (9,342 downloads). The top three downloaded 2017 IUCN publications in 2017[22] are: 1. *Primary microplastics in the oceans* (10,161 downloads), 2. *IUCN 2016 : International Union for Conservation of Nature annual report 2016* (5,094 downloads), and 3. *Natural marine World Heritage in the Arctic Ocean* (2,305 downloads).

In 2018 **IUCN expects for an additional 500,000 downloads of IUCN publications, and 100 scientific papers listing an IUCN affiliation**. These publications will include a practical, ecosystem-based guide for water governance and management; a technical guide for protecting water

[21] From the IUCN Library Portal (1 Jan – 1 Oct 2017) all publication dates included
[22] From the IUCN Library Portal (1 Jan – 1 Oct 2017) only 2017 publications included

ecosystem services; and a technical guide and capacity development manual for Ecosystem-based Adaptation. A State of Forest Landscape Restoration report will examine progress of the global restoration movement and the advancement of the Bonn Challenge restoration targets in 2018. IUCN will continue to generate gender specific knowledge from the implementation of 44 small grants and four medium grants, as part of the Mangroves for the Future initiative.

Target 6 – Implementation of Multilateral Environmental Agreements

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: Proportion of commitments of biodiversity-related conventions (SDGs) that are implemented by countries Proxy indicator: # of national reports and/or other implementation review mechanisms submitted in the last reporting period. B: 22 Voluntary National Reviews (VNRs)	Position papers produced for CBD, UNFCCC, SDGs, Oceans and UNCCD IUCN produced guidance on snake sustainable use and pangolins	Position papers for CBD, UNCCD, UNFCCC and SDGs OECM Guidance to inform CBD COP-14 2018 Protected Planet Reports used to inform CBD and other MEAs .	162 VNRs

In 2017, **IUCN influenced key global policy processes for better integration of nature for sustainable development.** Position papers and/or policy briefs produced in 2017 included those targeting: i) CBD, highlighting the urgency to achieve the Aichi Targets by 2020; ii) UNFCCC, to emphasize the role of NBS in reaching the objectives of the Paris Agreement; iii) High-level Political Forum (HLPF), to stress the ecosystem dimensions of the SDGs reviewed in 2017; iv) the Oceans/SDG 14 conference, to highlight the importance of having a global agreement on the high seas (reported under Target 20); v) UNCCD, to stress the synergies between the three Rio Conventions in regard of the land degradation neutrality target. IUCN and TRAFFIC also provided guidance to inform sustainable use of CITES species including snakes and pangolins. Non-detriment findings for snakes were approved by CITES. IUCN also contributed to the Ramsar Scientific and Technical Review Panel (STRP) on sustainable water management and to the Standing Committee on guiding the Ramsar Strategic Plan and preparation for Ramsar CoP13. Finally, IUCN advice was delivered to the annual meeting of the World Heritage Committee in July 2017. Five out of seven IUCN recommendations to the World Heritage List were accepted, and 51 out of 57 IUCN recommendations on site conservation were accepted.

In 2018, **IUCN will reflect urgency of implementation** in all position papers and other relevant tools for influencing the international policy agenda (e.g. Rio Conventions and the SDGs). IUCN/WCPA Task Force will submit a final draft of Guidance on Other Effective Area-Based Conservation measures (OECM) as input to CBD (workshops, SBSTTA-22 and COP-14). The draft is to be piloted in at least 5 countries. Key findings from the 2018 Protected Planet Report is to be used to inform technical and policy recommendations to CBD and other biodiversity-related Multilateral Environmental Agreements. IUCN's recommendations on sustainable water management will be promoted at Ramsar CoP13. IUCN will also support Ramsar in developing a gender-responsive framework. In addition, IUCN will continue to provide ongoing advice to CITES and the World Heritage Convention.

Target 7 – Illegal wildlife trafficking

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries that adopt new and/or strengthened wildlife trade laws/regulations B: 51	MIKE carcass data compiled and reported Unlocked GEF funds in Brazil to combat illegal wildlife trade 30 judges and prosecutors trained in Tanzania EU-TWIX used by 900	MIKE carcass data updated GEF projects in Brazil and Thailand implemented to combat illegal species trafficking Policy support to Ecuador to combat wildlife trafficking	N/A

	European law enforcement officials & similar system in Central Africa	Capacity of judges and prosecutors strengthened in 4 additional African countries	

In 2017, **TRAFFIC continued to support the operations of EU-TWIX** (EU-Trade in Wildlife Information Exchange), a unique government-only communications platform and seizures database used by over 900 European law enforcement officials, and a similar system for government personnel in Central Africa (AFRICA-TWIX). IUCN led the compilation and reporting of CITES Monitoring the Illegal Killing of Elephants (MIKE) carcass data for South Asia for the period 2014 and 2015 and presented its report to CITES CoP. In Brazil, IUCN worked with the Ministry of Environment of Brazil to unlock GEF funds to build and implement a comprehensive threatened species action plan. Within the scope of work approved there is a full component dedicated to establishing an intelligence network to combat illegal species trade. In Tanzania, 30 judges and prosecutors participated in a training workshop to implement existing laws and regulations to combat illegal wildlife trafficking.

In 2018, **IUCN will lead the 2017 MIKE Asian elephant carcass data update in South and Southeast Asia** to enhance conservation and management of Asian elephant populations. In Brazil, IUCN will support implementation of activities dedicated to the combat of illegal trafficking under the new GEF project. In Thailand, IUCN is to play a significant role in a new UNDP GEF Illegal Wildlife Trade project with the Department of National Parks, and will continue collaborating with members and conservation partners on tackling online illegal wildlife trade. IUCN, including through the World Commission on Environmental Law, will support Ecuador to develop legislation for species management. All World Heritage Sites with monitoring reports in 2018 which have issues related to illegal trade in wildlife will be communicated to the CITES Secretariat. The capacity of judges and prosecutors is to be strengthened in at least 4 additional African countries.

Target 8 – Integrated Biodivesity Assesment Tool (IBAT)

Target 8 The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IBAT subscriptions B: 40 (end of 2016)	Investment screening criteria development in Tanzania & Mozambique Gross Ecosystem Product assessments completed in two pilot locations in China: Bijie and Tonghua	Investment screening lessons compiled and scaled out Growth in the number of countries using the Integrated Biodiversity Assessment Tool (IBAT) 2 new Gross Ecosystem Product pilot assessments in China	N/A

In 2017, **IUCN informed and influenced investment screening criteria and business plans**. In Tanzania, investment screening criteria were agreed with the Southern Agricultural Growth Corridor (SAGCOT), and served as the basis for dialogue with banks and a CEO Roundtable. IUCN worked with Aditya Birla Group (India) and Marriott Resorts (Thailand) to enhance corporate policies and practices. Gross Ecosystem Product assessments for Bijie and Tonghua have been completed, and proposals for two new pilots (Sichuan and Guizhou) have been developed.

Integrated Biodiversity Assessment Tool (IBAT) continues to be used by target audiences and in 2018 **IUCN plans for an additional 12 countries to access national information from the global Red List using IBAT**. Lessons from pilot applications of investment screening in SAGCOT will be compiled and investment screening dialogue and advice is to be provided to Mozambique's Zambezi Valley Development Agency (ADVZ), business council and national Parliamentary committee. Two new Gross Ecosystem Product pilot assessments is to be completed for Guizhou and Sichuan.

Target 9 – Conservation actions

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects incorporating explicit documentation and measurement of threatened species intended to benefit from the project B: 7	20 grants for targeted species and ecosystem conservation actions through Critical Ecosystem Partnership Fund 31 new projects under SOS framework (African Wildlife Initiative and Madagascar) 4 new projects under the ITHP 17 projects selected under BEST 2.0	8 additional CEPF grants 2 call for proposals to fund new projects under the SOS framework	31 Projects

In 2017 **IUCN's project portfolio made demonstrable contributions to species conservation** through a range of targeted actions, including twenty active Critical Ecosystem Partnership Fund (CEPF) grants supporting recovery of 40 priority threatened species in the Indo-Burma region. In Pakistan, IUCN contributed to the conservation of freshwater turtles along the Pakistan coast through an assessment of livelihood dependency of communities in Sindh and Baluchistan Provinces, and in Lao PDR, IUCN completed participatory mapping, gibbon conservation zone planning and GPS demarcation in 8 villages. Two new conservation action initiatives initiated in Africa (20 projects funded) and Madagascar (11 projects funded) to protect iconic yet threatened animals, following the Save Our Species (SOS) model, in addition to four new projects signed under the Integrated Tiger Habitat Conservation Programme. BEST 2.0 has selected 17 projects in line with priorities identified in the BEST EU Overseas regional ecosystem profiles, targeting recovery of threatened species, ecosystems and services; invasive alien species control/eradication measures; protected area creation and management as well as focusing on the identified KBAs. Mangroves for the Future (MFF) has distributed 44 small grants and four medium grants in the 11 MFF countries; most of these grants will end in 2017.

In 2018, **two new call for proposals will be published and a new set of projects will be funded under the SOS framework** (Madagascar and Africa Wildlife Initiative). Eight active CEPF grants will support the recovery of 20 targeted priority threatened species in the Indo-Burma region and in the East Melanesian Islands. IUCN will develop, implement and monitor recovery plans for priority species. MFF will promote cooperation among South Asian Countries to conserve elasmobranchs population and BEST 2.0 projects will start implementation.

Target 10 – Protected area network

Target 10 Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of sites assessed against criteria and thresholds for the Green List of Protected and Conserved Areas B: 2	New Marine Protected Areas and Ramsar sites designated. Protected Area managers trained in Green List and effective Protected Area management Vietnam: Van Long and Cat Tien Protected Areas in process of Green List nomination The Asia Protected Areas Partnership (APAP) grew to 15 members 10 countries of West and Central Africa received training to expand protected areas	Green List and Ramsar Management Effectiveness assessments conducted in at least 60 Protected Areas worldwide The Asia Protected Areas Partnership (APAP) grows to 17 members, including Thailand Ecological monitoring enhanced in Bangladesh's Sundarban National Park 10 countries commit to expand and secure their protected areas 5 countries in North Africa	71

		will participate in capacity building strategy	

In 2017, **IUCN provided support to the Pakistani government in designating Astola Island on the Gwadar coast as Pakistan's first Marine protected Area**, implementing a WCC Hawaii Resolution. With IUCN support, an area of 42,500 ha in the Gulf of Mottama in Mon State, Myanmar, was designated as a Ramsar site. IUCN also provided support for the designation of Stung Sen wetland (7,000 ha) in Cambodia as a Ramsar site. The Ramsar Site Management Effectiveness Tracking Tool (R-METT) was translated into Thai, Lao, Khmer and Vietnamese. Over 30 Protected Area managers were trained on the Green List and Protected Area management including tourism, ecosystem services and financing. A Chinese standard defining Private Protected Areas was developed with IUCN support. In Central and West Africa, key stakeholders of 14 terrestrial and marine protected areas were trained on management effectiveness and governance to expand terrestrial and marine protected area networks.

In 2018, **IUCN will support R-METT assessments in ten sites in the Mekong basin**. IUCN is to work with the protected area agencies of Guatemala, Mexico and Belize to strengthen Green List awareness, identify enhanced protected area management actions, and build protected area management capacity. One multi-year project will be initiated for the ecological monitoring of Bangladesh's Sundarban National Park. Ten Central and West Africa countries will officially commit to expand and secure their protected areas networks. IUCN will also work with the League of Arab states (LAS) and the Saudi Arabian wildlife authority to promote the development of new and enhanced protected areas in 2018. In North Africa, five countries will participate in the implementation of a capacity building strategy.

Target 11 – Invasive Alien Species eradication

Target 11 Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries with policy responses to management of IAS B: 81	Invasive alien species management tools enhanced Community-level action promoted. Integration of IUCN knowledge into SDG indicators	Integration of IUCN knowledge into SDG indicators through the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) Removal of invasive species from wetlands in Lao Complete consultation on EICAT 500 new profiles added to the Global Invasive Species Database	196 countries

In 2017, **IUCN supported communities in 16 Districts in Nepal to fabricate 30,000 tons of bio-briquettes made from invasive alien species (IAS)**. The tool used to monitor the presence of IAS in the Mediterranean region was improved and new collaboration agreements in place will enhance implementation of the Marine Invasive Species Strategy. IUCN supported development of invasive species response indicator data and metadata for presentation at the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) meeting.

In 2018, IUCN will support application of appropriate indicators into Aichi Target 9 and SDG Target 15.8 through **participation in IAEG-SDG and the Biodiversity Indicators Partnership (BIP)**. IUCN will contribute to the removal of invasive species and 'Physical re-opening' of Beung Kiat Nong & Xe Champhone wetlands in Lao. IUCN also aims to complete the consultation on the Environmental Impact Classification of Alien Taxa (EICAT) and 500 new invasive species profiles will be added to the Global Invasive Species Database.

Target 12 -- #NatureForAll

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of partners pledging their support to advancing #NatureForAll II. Number of published success stories 0f #NatureForAll B: 90 partners and 4 success stories (2017)	175 partners and 20 success stories National level campaigns in Rwanda and China including 20 success stories Linking #NatureforAll with relevant networks 4 brochures - #NFA and 4 communication products Imagine video about NFA, and its translation to 15 languages	+ 30 partners , + 15 success stories National level campaigns in Cambodia, China and Nepal Linking #NatureforAll with relevant networks 4 new products 3-5 minutes video	300 partners 100 success stories

In 2017, the #NatureForAll global campaign promoted by CEC and WCPA had 175 partners and 20 success stories. IUCN delivered #NatureforAll-related campaigns in Rwanda and China. In the latter, two sub-campaigns targeting youth were delivered. Progress was also made in linking #NatureforAll with DestiMED and MEET (Mediterranean Experience of Eco-Tourism) networks, ensuring that networks of experts and practitioners become active contributors to #NatureforAll, through IUCN's involvement in the Mediterranean Interreg sustainable tourism programme. As part of this campaign, four brochures and a series of communication products were produced including: the #NatureForAll Playbook, IUCN Youth Voices Curriculum Sourcebook, World Environment Day Lesson Plan and Anne's Forest: A #NatureForAll comic.

In 2018, **#NatureForAll will seek to attract 30 more partners and produce 15 more success stories.** IUCN aims to include the Mediterranean MEET network as a partner of the #NatureforAll initiative. #NatureforAll campaigns will take place in Cambodia, China and Nepal. New outputs and progress on documents are planned for 2018 including a policy-relevant synthesis of existing research on the relationship between experiences in nature and positive attitudes and behaviours towards nature conservation; as well as an IUCN Issue Brief on this topic. Four new products, or translations of previous ones, (e.g. best practices summaries, fact sheets, videos) to inform action on #NatureForAll, will be produced.

Target 13 – Natural Resource Governance Framework (NRGF) and Tools

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects that deploy governance tools, methods and approaches which have been assessed against and are consistent with an overarching IUCN natural resource governance framework (NRGF) B: 4	Natural Resource Governance Framework (NRGF) Principles agreed and strategy document prepared for integration Assessment report on NR governance in the Kilombero Valley drafted	Further dissemination and promotion of NRGF tools and standards within at least two IUCN regions and with 2 IUCN members Landscape governance assessed using NRGF-aligned approach .	29

In 2017, **IUCN agreed on a set of NRGF principles** and a strategy document was prepared to enhance engagement of IUCN Secretariat and Commissions in the next phase of work on the development of an NRGF standard. The development of the NRGF has also involved the implementation of some of its tools in the Kilombero Valley as part of the SUSTAIN initiative. IUCN delivered water resource governance training in four basins using the Benefit sharing Opportunities Assessment Tool (BOAT) and the Legal Assessment tool on water Governance (LAGO).

In 2018, the NRGF tools and standards will be further disseminated and promoted within at least two IUCN Regions and with two IUCN Members. It is also envisaged that the NRGF will be used to align existing IUCN governance-related tools. At the regional level, IUCN will also develop an inventory of socio-environmental safeguard and standard tools, methodologies and approaches in South America, and at least 6 indigenous territories will be supported to improve their forest governance. In Tunisia, IUCN will support the testing of a co-management scheme in two pilot protected areas.

Target 14 – Natural Resource Governance assessments

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of documented applications of NRGF-consistent methodologies, tools and approaches by IUCN members and partners to assess and improve natural resource governance B: 14	ICCA governance assessments implemented in 7 countries	Previous 7 assessments completed and 5 more conducted Enhanced landscape governance actions implemented in Tanzania, Ghana, Uganda, Democratic Republic of Congo.	20

In 2017, as part of the ICCA Initiative (Support to indigenous peoples' and community conserved areas and territories), **governance assessments were implemented** in Asia (Philippines, Indonesia), Africa (Tanzania), South America (Ecuador), Central America (Mexico), West Asia (Iran) and in Eastern Europe (Georgia). Management effectiveness assessments of Chismuyo Bay (Honduras) and La Unión Bay (El Salvador) protected areas in the lower basin of the Goascorán were completed.

In 2018, **five more ICCA assessments will be conducted in Philippines, Kenya, Colombia, Vietnam and Peru.** Based on assessments carried out in 2017, enhanced landscape-level governance arrangements will be promoted in a range of target landscapes, including in Tanzania's SAGCOT, Mt. Elgon in Uganda, Wassa Amenfi in Ghana, and Mangai National Park in the DRC. Governance arrangements in six landscapes in Ghana, Uganda, Tanzania and the Democratic Republic of the Congo will be assessed and the data will be used to develop participatory landscape action plans.

Target 15 – Community-led Natural Resource Governance

Target 15 Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of case studies concerning the recognition of community-led, cultural, grassroots governance systems in protected/ conserved or other areas B: 16	Community-led protected area governance supported	Implementation support to protected area management plans	75

In 2017, **community-led protected area governance systems were supported** within priority Key Biodiversity Areas (KBAs) in Indo-Burma through twelve Critical Ecosystem Partnership Fund (CEPF) grants. In Myanmar, IUCN provided support to the creation and implementation of a management committee for the Gulf of Mottama, covering an area of 42,500 ha, integrating community representatives. In Bangladesh, Cambodia, and Pakistan IUCN provided support to the effective implementation of Marine Protected Area management system integrating communities, and in India IUCN supported the implementation of local level grant projects in buffer zones of Bhitarkanika National Park. A climate change gender action plan was developed in Sonora, Mexico, making it the first of its kind in a protected area governed by indigenous peoples.

In 2018, IUCN will facilitate with its IPO members, **the first-ever indigenous Member-led and self-determined strategy** and mechanisms that mobilise, engage and coordinate action on conservation and natural resource management and indigenous rights, at the global, regional and national levels. At the regional level, IUCN will support the implementation of management plans in Chismuyo Bay

(Honduras) and La Unión Bay (El Salvador) protected areas. Results from multi-level integration of water governance will be documented in 14 basins, and promoted through international fora including Ramsar CoP.

Target 16 – Rights-based Approaches

Target 16 Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor – have increased.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of projects that aim at improving rights regimes based on IUCN's RBA policies. B: 8	Strengthened attention to gender integration in governance through use of Environment and Gender Information (EGI) platform. Multi-stakeholder landscape governance platforms strengthened	Inform European agricultural policy process and facilitate discussions among key actors Enhanced monitoring of Indigeous rights in 6 territories.	30

In 2017, **IUCN action supported strengthened consideration and integration of gender in governance through the creation of and support to Gender Task Forces** in Cameroon, Ghana, and Uganda. A gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map for climate change is under consideration. Data and analysis from the Environment and Gender Information (EGI) platform on gender-specific roles and gender-disaggregated contributions to sustainable development was used in several countries and by the Secretariats of the UNFCCC, CBD, UNCCD, BRS and SE4All. IUCN-supported multi-stakeholder landscape level governance and financial mechanisms advanced the deployment of livelihood enhancing measures to reduce deforestation and forest degradation in seven landscapes in five countries.

In 2018, IUCN will **inform the development of the European Common Agricultural Policy (CAP),** by providing knowledge, and facilitating discussion among stakeholders. Women's groups will be developed in Egypt and Jordan and at a regional level with the League of Arab States in support of enhanced landscape governance. IUCN will support the development of sustainable and innovative financing schemes for protected areas in two Tri-national Amazon landscapes, and six Indigenous territories will better enforce their customary rights through enhanced monitoring of social-environmental safeguards.

Target 17 – Inclusion and participation

Target 17 The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of partner governmental or civil society institutions with established or draft mechanisms or guidelines to ensure effective participation in decision making on biodiversity and natural resources B: 127	Capacity building on enhanced natural resource governance National Biodiversity Strategic Action Plans and climate change Gender Action Plans developed	Increased capacity building on enhanced natural resource governance 2 new climate change Gender Action Plans developed and at least 1 funded	926

In 2017, **IUCN delivered targeted capacity building for enhanced natural resource governance** to over 3,500 community members, government officials, academic institutions, and private sector representatives including through the use of innovative online platforms. IUCN supported Jordan and Palestine to complete their National Biodiversity Strategic Action Plans (NBSAPs) which included the active participation of women in the design and implementation of conservation and sustainable development initiatives. In Guatemala, IUCN completed and disseminated two case studies: one on forest landscape restoration and another on free and informed prior consultation and consent of indigenous peoples (FPIC) including gender considerations. IUCN worked with Zambia, Dominican Republic and Mexico to complete their climate change Gender Action Plans (ccGAPs). In North Africa, the capacity building programme for civil society (PPI-OSCAN) contributed in supporting 37 young civil society organizations in Algeria, Libya, Morocco and Tunisia.

In 2018, **IUCN will support the development and implementation of ccGAPs in at least two new countries**, and aims to support at least one ccGAP proposal to the Green Climate Fund. In six basins, IUCN will deliver training on multi-stakeholder processes for decision making and dialogue events for policy influencing to target audiences. Agencies will be supported to develop investment pipelines for natural infrastructure in two basins and build capacities for decision making on natural infrastructure at national level, and in additional basins.

Target 18 – Rule of Law

Target 18 Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of court decisions to address illegal natural resource use B: 2055	Water governance platforms created Capacity building on negotiation of water cooperation agreements delivered	Development of the IUCN Declaration on the Environmental Rule of Law Development of the Draft Global Pact for the Environment Improved water governance demonstration actions and action plans Enhanced legal frameworks for enforcement of rights	N/A

In 2017, **IUCN helped establish local water governance platforms in three sub-basins in Tanzania and Mozambique**. Additionally, capacity building activities on international water law supporting negotiation of local-to-basin water cooperation agreements were delivered in 10 basins involving 16 countries. The Community Environment Conservation Fund was used as a tool to enhance natural and resources management and governance in 27 villages in Uganda, ensuring self-determination, participation, transparency and sustainability.

In 2018, IUCN will collaborate with other partners to publish the **"IUCN World Declaration on the Environmental Rule of Law"** as the legal framework of procedural and substantive rights and obligations that incorporates the principles of ecologically sustainable development in the rule of law. IUCN also aims to cooperate with partners, including the Club des Juristes, UN Environment, Organization of American States (OAS), Columbia University and IUCN Members to further develop the Draft Global Pact for the Environment as a new global covenant for human rights and the environment. At the regional level, IUCN's support for local water governance in Tanzania and Mozambique sub-basins will lead to demonstration actions, and action plans to regulate water use and reduce illegal water use. In 10 other basins covering 16 countries, the finalisation of water cooperation agreements will improve legal frameworks for equitable water rights and mechanisms for enforcement of rights.

Target 19 – Transboundary Natural Resources Governance

Target 19 Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of new legal and institutional transboundary or regional agreements facilitated or established B:75	Transboundary hydro-diplomacy built Civil society engagement and capacities strengthened	Transboundary agreements implemented. Lessons harvested, packaged and communicated	N/A

In 2017, **IUCN built capacity in civil society organisations in Nepal at local, regional, and national levels** to enhance their capacity for engaging in civil society dialogues related to transboundary water management (8 CSOs). A multistakeholder Technical Advisory Group (TAG) was created to guide the development of the IUCN-led Nexus study on water, energy and food in the Sesan River, Sekong River and Sre Pok River (3S Basin). The TAG is composed of 18 members from central government (representing energy, agriculture, fisheries, environment and other key sectors),

National Mekong Committees, local NGOs and representatives from the 3S provinces. IUCN initiated the development of a regional Ganges-Brahmaputra-Meghna (GBM basin) CSO platform and vision for cooperative transboundary water governance. Three regional consultations of the CSO network (25 CSOs from Bangladesh, Bhutan, China, India and Nepal) were organised and led to the development of a vision for the GBM basin. In Central America, IUCN strengthened climate change adaptation and watershed governance capacities of the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) and the Goascorán River Basin (Honduras - El Salvador).

In 2018, IUCN will continue to contribute to the Goascorán river basin (Honduras - El Salvador) transboundary coordination mechanism with the aim of promoting the integrated and sustainable management of the groundwater of the Ocotepeque-Citalá aquifer. **IUCN will support the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) to develop and implement a portfolio of projects based on transboundary planning.** Lessons from these transboundary initiatives will be harvested, packaged and communicated to target audiences. IUCN will support the inclusion of Colombia, Ecuador and Peru in the Integration of Amazon Protected Areas (IAPA) northern landscape action plan which will contribute to transboundary conservation outcomes.

Target 20 – High seas and polar governance

Target 20 International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of regional/ international governance arrangements [with competency] on the high seas I: # of Arctic Council/CCAMLR and other relevant Arctic Governance bodies decisions adopted on biodiversity conservation. B: 17 Regional Fisheries Management Organisations have competency on High Seas. B: Arctic Council: [Total:4] Agreement on Enhancing International Arctic Scientific Cooperation (2017), Fairbanks Declaration (2017), Iqaluit Declaration (2015), Kiruna Declaration (2013) CCAMLR: 67 Conservation Measures, 21 Resolutions	First report on MPA scheme in ABNJ Report on ABNJ schemes in SWIO Arctic World Heritage Report Declaration of the Ross Sea MPA Marine plastic pollution knowledge base established	Second report on MPA schemes in ABNJ Adoption of MPAs at CCAMLR	N/A

In 2017, **IUCN participated in the Oceans/SDG 14 conference to highlight the importance of a global agreement on the high seas** by providing solution oriented information on biodiversity conservation in ABNJ to 3rd and 4rth PrepCom meetings in New York including the First report on MPA schemes in ABNJ. IUCN also produced, in collaboration with other partners, a Report on ABNJ Schemes for the South West Indian Ocean (SWIO) and the Arctic World Heritage Report. A very important achievement in 2017 was the declaration of the Ross Sea as the first protected area in Antarctica. IUCN made significant progress in building a globally-relevant knowledge base on marine plastic pollution by providing recommendations to the Arctic Council on marine plastic pollution prevention.

In 2018, IUCN will continue to support the on-going process for **adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea** by providing a second report on the MPA schemes in ABNJ. IUCN will also provide other technical, legal and scientific support for a science-based process to allow for the establishment of an ecologically representative and well-connected system of MPAs including reserves as an element of the new agreement. IUCN will support the adoption of MPAs at CCAMLR (Convention on the Conservation of Antarctic marine Resources) and the implementation of a resilient network of MPAs in the Arctic participating in the PAME works (working group of the Arctic Council).

Target 21 – National accountability

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries supported to take measures that enhance the reporting in relation to their international commitments. B: 32	Four countries with revised NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs Increased ratification of Nagoya protocol	11 countries will continue implementing nature based solutions relevant to NBSAPs and two more countries will receive support for NBSAP implementation 4 countries supported to complete UNFCCC National Reporting One additional country supported to ratify Nagoya protocol IUCN's provides inputs to the European Consensus for Development	125

In 2017, **IUCN supported National implementation of biodiversity-related commitments** through providing technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 countries in Asia and to revised NBSAPs in Uganda, Brazil, Mexico and Pakistan. In collaboration with UNEP, IUCN developed a successful proposal to strengthen gender considerations in NBSAP implementation in Lao PDR and also worked with CBD Secretariat and GEF to develop a massive online training course on gender and biodiversity related to Aichi Target 14 and others. IUCN also helped establish an inter-ministerial mechanism for gender integration into climate change, **desertification and biodiversity** across five 5 countries in West Asia to enable improved data-driven decision-making. IUCN worked with Antigua & Barbuda to ratify the Nagoya protocol on Access and Benefit Sharing (ABS).

In 2018, **National Strategy and Action Plans in 11 MFF countries will continue to support the implementation of nature based solutions identified in NBSAPs**. IUCN will also provide technical advice to the government of Lao PDR for mainstreaming gender in the NBSAP implementation and monitoring aligned with the SDGs. Sri Lanka will also receive strategic advice in implementing NBSAP 2016-2022. IUCN will support four Caribbean countries to enhance their ability to complete National Communications to the UNFCCC. IUCN will also work with one additional Caribbean country to ratify the Nagoya protocol. IUCN will support the development and/or implementation of at least ten Ramsar site management plans under the Indo Burma Regional Ramsar Initiative Strategic Plan. In Europe, IUCN's views are planned to be transmitted to the European Commission towards the development of future EU strategies for implementation of the SDGs – including the European Consensus on Development and will also contribute knowledge on the status of biodiversity so that progress towards meeting the EU 2020 targets can be assessed.

Target 22 – Nature based Solutions benefits

Target 22 IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects that systematically assess material benefits and cultural values associated with species and ecosystems according to an overarching IUCN People in Nature framework (PiN). B: 4	Support to national and subnational forest landscape restoration and REDD+ strategies	Implementation of national restoration strategies supported in 3 countries	36

In 2017, **IUCN supported the development of People in Nature** by identifying key features of benefits assessment of species trade and use within the Species Information Service, consistent with the PiN approach and with process of species assessments. IUCN also established a new specialist group that will support the development of human wellbeing indicators demonstrating the impact of

healthy and restored ecosystems on communities and the broader society. IUCN support to the national restoration strategies of El Salvador, Guatemala and Honduras, and subnational strategies of Yucatan, Mérida and Quintana Roo, Mexico, and the Autonomous Region of the North Caribbean Coast of Nicaragua incorporated conservation and recovery of species and ecosystems. The REDD+ Strategies of El Salvador, Nicaragua and Mexico's Yucatan and Quintana Roo incorporated inputs from IUCN-supported restoration strategies.

In 2018, **IUCN will initiate pilot tests of PiN approach and methodology** in two sites in Honduras and Malawi to co-generate knowledge and evidence of importance of species and ecosystems for livelihoods and culture and to provide the basis for community land management plans. IUCN will also support implementation of national restoration strategies of El Salvador, Guatemala and Honduras and subnational strategies of Yucatan, Mérida and Quintana Roo, Mexico, as well as those of the Autonomous Region of the Caribbean North Coast of Nicaragua. With IUCN support the national REDD+ Strategies of El Salvador, Nicaragua and Mexico's Yucatan and Quintana Roo will enhance their contribution to respective Nationally-determined Contributions (NDCs). The capacity of at least 10 World Heritage Sites in understanding approaches to defining benefits will be increased.

Target 23 – Nature based Solutions Standard

Target 23 IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of NBS-related projects and interventions that are designed and/ assessed according to a formal, peer-reviewed IUCN NBS effectiveness standard B: 0	Collection of evidence base to select NBS case studies Restoration Opportunity Assessments and Optimizations conducted across multiple countries	Selection of NBS case studies to test NBS framework 2 reports demonstrating Bonn Challenge contribution to SDGs, Aichi, and Land Degradation Neutrality 3 new sub-national level Restoration Opportunity Assessments completed	4

In 2017 IUCN supported the completion of two Restoration Opportunities Assessment Methodology (ROAM) reports on the economic, social and environmental benefits of Nature based Solutions at subnational level in Colombia and Peru. This will contribute to the collection of evidence base on successful NBS standards which will be tested and published. **The Restoration Opportunity Optimization Tool (ROOT) was applied in Costa Rica and five restoration priority maps were generated and shared with target audiences** for El Salvador, Nicaragua, Costa Rica, Guatemala and Honduras. Three climate forecasting tools were designed for coffee, fisheries, and water and risk management for decision-making in communities, the academic, public and private sectors of Central America. IUCN contributed to the Biodiversity Forum in Lebanon to build capacity on a peer-reviewed framework and tools to guide the targeting and assessment of nature-based solutions at national or sub-national levels.

In 2018, a number of case studies will be selected to **test the operational framework for assessing the NBS standards**. IUCN will deliver two Restoration Opportunities Assessment Methodology (ROAM) reports demonstrating how the Bonn Challenge (underpinned by the FLR approach) can serve as an implementation vehicle for fulfilling multiple international commitments such as the SDGs, Aichi Targets, Paris Agreement, and Land Degradation Neutrality. IUCN supported subnational-level ROAM will be completed in Mexico, Ethiopia, and India. IUCN will apply ROOT in Guatemala and Honduras, and the Landscape Restoration Sustainable Production Standard (LSPS) will be piloted in Costa Rica. A methodology to visualize the benefits of Ecosystem-based Adaptation (EbA) in food and water security and conservation of biodiversity will be disseminated in 6 countries (Mexico, Guatemala, Honduras, El Salvador, Costa Rica and Panama).

Target 24 – Nature based solutions support tools

Target 24 Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries that are using NBS decision support tools for assessment of country enabling frameworks B: 14	Costs and benefits of enhanced landscape management analysed	2 analyses produced demonstrating costs and benefits of different restoration approaches MFF countries will incorporate Eco-DRR in country plans Sendai Framework for DRR supported through policy guidance document developed by the Partnership for Disaster Risk Reduction	73

In 2017, **IUCN assessed achievements by EU Member States on restoration and implementation of green infrastructure** and potential EU financing mechanisms as part of overall support to the EU Biodiversity Strategy. Two cost-benefit analysis studies were carried out to demonstrate the importance of nature for human well-being, and inform decision-making related to Forest Landscape Restoration (FLR) in Colombia and Peru. A diagnosis of existing regulations and financial mechanisms for the evaluation of landscape restoration opportunities in Chiapas, Mexico was completed. In Brazil, IUCN supported the development of subnational FLR frameworks, resulting in updated legal instruments such as regulations and decrees at state level, fundamental components of States' capacity to implement updated forest legislation in Brazil. IUCN published a report on Eco-Disaster Risk Reduction (DRR) status in Central America and the Caribbean.

In 2018, IUCN will continue to build the business case for Nature Based Solutions across Central and South America, including through **two analyses demonstrating the costs and benefits, including carbon storage and ecosystem services, associated with different restoration strategies**. In Brazil, IUCN will support the expansion of subnational FLR implementation to trigger similar processes in other states of the federation, such as Goias, Minas Gerais and the states within the Amazon biome. MFF countries will incorporate ECO-DRR in their country plans. CEM, as part of the Partnership for DRR, will produce a policy guidance document to influence the Sendai Framework for DRR.

Target 25 – Nature based solutions incentives

Target 25 Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of formalised national or sub-national legal, institutional and policy mechanisms for payment and compensation for NBS B: 19	Local stewardship of ecosystems enhanced through a range of on-ground and policy-level actions New public-private agreements developed benefitting people, nature and business	On-ground conservation action by local communities in partnership with government supported in Mexico	77

In 2017, IUCN supported the implementation of stewardship activities in Kavre, Nawalparasi, Makawanpur, Kaski and Dolakha districts of Nepal involving over 5800 target community members, including a majority of women (4400 pax).**Twelve Critical Ecosystem Partnership Fund (CEPF) grants supported co-management and benefit sharing mechanisms in the Sino-Vietnamese Limestone Mountains, the Mekong River, the Tonle Sap, and Myanmar**. In Guatemala, three public-private agreements were established between the municipalities of the sub-basins of the Xayá and Pixcayá rivers and the companies Cementos Progreso, Cervecería Centroamericana and UNO (Shell Guatemala) to reforest and restore target areas through agroforestry systems.

In 2018, IUCN will contribute to the protection and conservation of 1,250 ha of pine forest, low mesophyll-jungle and 250 ha of agroforestry systems in Mexico's Agustín de Iturbide, Agua Caliente, Benito Juárez, and Montecristo through the National Forestry Programme, involving more than 1,700 local people.

Target 26 – Nature based solutions inclusion and participation

Target 26 Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of mechanisms at the national /sub-national level that effectively facilitate the active participation of women, youth and indigenous peoples B: 46	Gender-responsive FLR training delivered Analyses on integration of gender considerations into relevant policies completed Gender strategies and Task Forces established	Gender-responsive FLR training delivered Gender Road Maps developed Knowledge on women as agents of change in water diplomacy published and promoted	184

In 2017, **IUCN developed one training package to support gender-responsive Forest Landscape Restoration in Brazil**. Analyses for the inclusion of gender in the restoration strategies of Honduras, Costa Rica and the Yucatan Peninsula were finalised. Gender Task Force units were established, endorsed by governments and fully integrated as components of the REDD+ governance architecture in Cameroon, Ghana and Uganda. A Gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map was developed.

In 2018, IUCN will upscale its training for gender responsive FLR in South America. Five gender road maps will be developed to deliver FLR strategies that support the active participation of women and youth. The Adaptation Plan methodology from the Ecosystem-based Adaptation (EbA) Toolkit will be disseminated to 500 target beneficiaries in six Mesoamerican pilot sites (Mexico, Guatemala, Honduras, El Salvador, Costa Rica and Panama). **IUCN will publish a paper on women as agents of change in water diplomacy, which will be promoted at the 8th World Water Forum**.

Target 27 – Nature based solutions Finance

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of funds established and operating readily available for the implementation of nature based solutions B: 3	Ecosystem- based Adaptation financing mechanisms promoted	Ecosystem- based Adaptation financing mechanisms implemented	8

In 2017, IUCN worked with the Brazilian Ministry of Environment (State member), GIZ (global member) and local governments to promote financial mechanisms for implementing and scaling-up EbA measures (e.g. in water resources).

In 2018, IUCN will work with the Ministry of Environment to trigger a debate on EbA at the national level, engaging different secretaries and Ministries with a view to unlocking further EbA-related funding.

Target 28 – Nature based Solutions Public and Corporate Investment

Target 28 New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of km^2. outside protected areas, that are being protected, managed or restored	Long term monitoring plan between Nigerian government and Shell Nigeria Public-private investment	Start of five year plan with Shell Nigeria Public-private investment guide for restoration and	1,354,164

B: 1049	frameworks developed Financial criteria used in prioritizing restoration actions 23 business participated in the FairWild certification scheme	productive activities developed Application of Fair Wild Standard to trade in wild-harvested non-timber products	

In 2017, IUCN's comparative advantage as convenor and provider of sound remediation advice continued, with agreement of a **long term monitoring programme with the Nigerian government and Shell Nigeria (SPDC)** on the implementation of Niger Delta Panel (NDP) recommendations, and the establishment of an Independent Panel for the Rio Doce watershed in Brazil. In Asia, IUCN's continued engagement with Pacific Asia Travel Association (PATA), Marriot Hotels, Six Senses and Eco-business.com have helped gain access to, and better influence companies in the coastal tourism and fisheries/aquaculture sectors to invest in coastal ecosystem conservation. IUCN also supported the development of local private investments frameworks that support NBS implementation in two municipalities in Ecuador. An analysis of public-private financing instruments was completed and presented in Honduras, Costa Rica and El Salvador. The financial criteria were used for the prioritization of restoration options in El Salvador and Honduras. Investment screening criteria relating to inclusion, sustainability and biodiversity was pilot tested by the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), businesses and financing institutions in Tanzania. TRAFFIC, in partnership with the FairWild Foundation promoted the application of the FairWild Standard by businesses. In 2017, a total of 23 business participated in the FairWild Certification scheme.

In 2018 the **Rio Doce Independent Panel will provide technical guidance for major restoration in the watershed in Brazil**, and the five year monitoring plan will be initiated with the SPDC. IUCN will present a Water-Food-Energy Nexus institutional gap analysis and capacity needs assessment for decision makers in Central Asia, along with policy messaging products. A public-private investment guide for restoration and productive activities will be included in the Restoration Opportunities Assessment Methodology (ROAM) document for the Yucatan Peninsula. TRAFFIC will continue to support expanded application of and reference to the FairWild Standard and Principles to the trade in wild-harvested non-timber forest products (particularly medicinal and aromatic plants)

Target 29 – Restoration

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of km^2 of land in restoration transition with quantified improvements in ecosystem services B: 9 m ha in restoration transition publicly reported as of end 2016	Bonn Challenge commitments exceed 150 m ha target On-ground restoration action promoted	Third Bonn Challenge High Level Round Table meeting held Coastal ecosystem restoration action monitoring scheme implemented in 4 countries Biodiversity criteria for restoration in South America	150 m ha in restoration transition and associated biodiversity and carbon benefits reported by 2020

In 2017, **IUCN supported the growth of the Bonn Challenge allowing for the 150 m ha milestone to be crossed**, and though a pledge from Indonesia is still pending, new commitments to the Bonn Challenge were made by Bangladesh (0.75m ha), Mongolia (0.6m ha), Pakistan (0.1m ha) and Sri Lanka (0.2m ha). IUCN supported on-ground restoration actions in six pilot sites in Mesoamerica, totalling over 300 ha of reforestation, and 100 ha of abandoned agricultural land in Nepal. Conservation actions were implemented on 10,000 ha of community forest, riparian forests and river banks in Burkina Faso, Niger and Guinea. 143 projects have been completed since the beginning of the IUCN Mangroves for the Future (MFF), helping communities pilot nature based solutions and build their resilience. Supporting this work, IUCN launched the 'Massive Open Online Course (MOOC) on landscape restoration for sustainable development: a business approach' and organized a Forum on Biodiversity and Global Forest restoration at the World Conference on Ecological Restoration in Brazil.

In 2018, IUCN will continue promoting commitments to the Bonn Challenge, and **Brazil will host the Third Bonn Challenge High Level Round Table meeting**. IUCN will help implement a coastal ecosystem restoration action monitoring scheme at the national and regional levels for coastal areas

in four Caribbean countries (Saint Lucia, Grenada, Jamaica, St. Vincent and the Grenadines).IUCN will also consolidate a partnership with the World Resources Institute and other stakeholders to include biodiversity criteria for restoration in South America.

Target 30 – Nature bases solutions from intact ecosystems

Target 30 Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of areas of particular importance for biodiversity and ecosystem services under conservation management B: 1	Ecotourism revenue generation strategies developed Guidance for establishment of conservation area developed	Further ecotourism revenue generation strategies developed Support to conservation area designation	74

In 2017, **IUCN supported the development of ecotourism programmes that include a revenue generating mechanism in seven protected areas in the Mediterranean region**. IUCN helped establish guidance for developing a Municipality Conservation area in Ecuador.

In 2018 IUCN aims to **support 13 protected areas in the Mediterranean to include a revenue generating activity in their ecotourism offer**. IUCN aims to help establish one Municipality Conservation area in Ecuador. IUCN will work with the League of Arab states (LAS) and the Saudi Arabian wildlife authority to promote the development of new and enhanced protected areas in 2018. In four Caribbean countries (Saint Lucia, Grenada, Jamaica, Saint Vincent and the Grenadines), IUCN will directly support the conservation and recovery of at least 2,400 ha of coastal ecosystems. In Guatemala, IUCN will support the establishment of at least 3 clonal gardens for conservation and dissemination of genetic material of cacao in the Verapaces.

4. Closing considerations

In **setting the course for the preparation of the 2019 workplan exercise and beyond** the following areas will be examined over the coming months:

1. **Progress towards the 2020 targets.** The 2018 Workplan development process has highlighted a number of issues that IUCN will need to address in order to effectively demonstrate progress towards the 2020 targets. These include strengthening data governance and data quality, finalising the selection of appropriate 2020 targets, confirming the measurability of indicators against data availability and data quality, strengthening the alignment of project, Programme and SDG indicators, and adopting a progress measurement approach. As way of example, using a “traffic light” approach (Figure 11). Such an internal review process will help to identify and prioritise issues, propose and test solutions, and rollout an enhanced 2019 Workplan process.

Figure 11 Modified CBD Global Biodiversity Outlook 4 progress tracking dashboard categories

On track to exceed target (we expect to achieve target before deadline)	**On track to achieve target** (if we continue on our current trajectory we expect to achieve the target by 2020)	**Progress towards target but at an insufficient rate** (unless we increase our efforts the target will not be met by its deadline)	**No significant overall progress** (overall we are neither moving towards the target nor moving away from it)	**Moving away from target** (things are getting worse rather than better)	**Unable to rank progress** due to lack of target, lack of data or lack of confidence in data

2. **Coherence of programmatic planning and reporting.** Developed in 2017, as part of the Secretariat organisational change process, “Business Lines” group thematically linked programmes into a cohesive structure based around a detailed theory of change. Business

Lines offer a structure which has the potential of more clearly linking and demonstrating project portfolio contribution to IUCN Targets and SDGs. They are IUCN's main story lines and will henceforth be used to build robust and compelling narratives of portfolio contribution to SDGs.

3. **Portfolio compliance with standard technical publishing frameworks**, such as the International Aid Transparency Initiative (IATI) Standard**.** In 2017, IUCN registered and published its first project data to IATI Standard (see Box 1). The benefits and costs of adherence to the IATI standard should be assessed in deciding whether full portfolio compliance is warranted. IATI requires adherence to data quality measures, which should help provide a benchmark of IUCN's performance in its own right.

Box 1. IUCN project data and the International Aid Transparency Initiative

In 2017, as part of the DGIS-funded SUSTAIN Africa project IUCN registered and published its first project data to the International Aid Transparency Initiative (IATI) Standard[23].

IATI is an emerging voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty.

Over 500 organisations now publish IATI data, representing a total of US$146 billion from donor governments, multilateral agencies, foundations, non-governmental organisations (NGOs) and private sector organisations[24]. DGIS and DFID are among the key donors that now require all organisations receiving and spending their funds through the delivery chain to publish to IATI.

4. **Accessibility of key information.** Projects are a core impact delivery mechanism. Project result frameworks and annual technical progress reports should be made available through the Programme and Project Portal. To facilitate this, the Portal will have to be expanded to allow for uploads of these reports.

5. **Linking annual Workplan, framework partner report, and corporate report.** Currently the annual Workplan, framework partner report, and annual corporate report are three separate exercises. Linkages between them should be strengthened to make full use of relevant information across IUCN reporting and outreach. IUCN Secretariat will experiment with this approach during 2018.

[23] IATI brings together donor and recipient countries, civil society organisations, and other experts in aid information who are committed to working together to increase the transparency and openness of aid. At the centre of IATI is the IATI Standard, a format and framework for publishing data on development cooperation activities, intended to be used by all organisations in development. It was designed in close consultation with key users of development cooperation data in developing countries, to ensure its relevance and utility for a variety of different data users. Organisations implement IATI by publishing their aid information in IATI's agreed electronic format (XML) – usually on their website – before linking it to the IATI Registry. The Registry acts as an online catalogue and index of links to all of the raw data published to the IATI Standard (https://www.aidtransparency.net/about).

[24] https://www.aidtransparency.net/wp-content/uploads/2017/03/IATI-Annual-Report-2016-EN.pdf

PART II: IUCN'S 2018 BUDGET

1. Core Income and Expenditure

Table 7 below provides a summary of the core income and expenditure budget.

Table 7 Core income and expenditure

	2016	2017	2018	2018
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Membership dues (net of provisions)	11.3	11.2	11.4	13.0
Framework income	13.9	12.3	11.3	10.0
Other unrestricted income	5.0	5.3	6.3	5.0
Total core income	**30.2**	**28.8**	**29.0**	**28.0**
Cost recovery	36.9	41.5	40.1	37.0
Total income	**67.1**	**70.3**	**69.1**	**65.0**
Operating expenditure	68.0	69.5	68.2	65.0
Other income and expenditure	(0.7)	0.6	0.6	
Total expenditure	**67.3**	**70.1**	**68.8**	**65.0**
Operating result	**(0.2)**	**0.2**	**0.3**	**-**
Exceptional costs	-	(0.7)	-	-
Transfers (to)/from designated reserves	0.6	(0.5)	(0.3)	-
Net result	**0.4**	**(1.0)**	**0.0**	**-**

The budgeted operating result for 2018 is a surplus of CHF 0.3m and a breakeven result after taking into consideration transfers to designated reserves.

In 2017 exceptional costs of CHF 1.6m were budgeted – forecast to be limited to CHF 0.7m – in relation to the IUCN Secretariat organisational change process.

Transfers to designated reserves represent funds put aside for future events, namely the Regional Conservation Fora that will take place in 2019.

1.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarised in Table 8 below.

Table 8 Core income summary (CHF m)

	2016	2017	2018	2018
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Membership dues (net of provisions)	11.3	11.2	11.4	13.0
Framework income	13.9	12.3	11.3	10.0
Other unrestricted income	5.0	5.3	6.3	5.0
Total core income	**30.2**	**28.8**	**29.0**	**28.0**

Core income is budgeted at CHF 29.0; in line with the 2017 forecast and CHF 1m above plan.

1.2 Membership dues

Table 9 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 9 Membership dues (CHF m)

	2016	2017	2018
CHF m	**Actual**	**Forecast**	**Budget**
Membership dues	12.9	11.8	12.0
Provision for non-payment	(1.6)	(0.6)	(0.6)
Net Membership dues	**11.3**	**11.2**	**11.4**

Gross Membership dues are budgeted at CHF 12.0m. This compares to a 2017 forecast of CHF 11.8m and actual dues of CHF 12.9m in 2016. The decline from 2016 to 2017 is a result of the rescission of Members at the 2016 Congress. The marginal increase from 217 to 2018 is due to new Members and some Members which were rescinded at the 2016 Congress but which have subsequently paid their outstanding dues and hence have been retained as Members.
A provision of CHF 0.6m (2017: CHF 0.6m) has been budgeted for the non-payment of Membership dues.

1.3 Framework income

Framework income is budgeted at CHF 11.3m (2017 forecast: CHF 12.3m).
Of the total, CHF 7.7m is secured and based on signed agreements. The remainder is dependent on the signing of new agreements. For these agreements the amounts budgeted have been based on indications received from donors and past experience.

Of the total Framework income of CHF 11.3m, CHF 1.6m is programmatically restricted.
No amounts have been budgeted for new framework partners that may join IUCN in 2018, although new relationships with potential partners will continue to be explored.

1.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 6.3m. This comprises various items as shown in table 9 below. The key items are the value of Government tax exemptions in respect of expatriate staff resident in Switzerland and Germany (Total: CHF 1.4m) and rental and service fee income received from Ramsar and other tenants in the Headquarters building plus rental income received in the regions (Total: CHF 1.7m). The significant increase in rental income from 2017 to 2018 is a result of WWF International which moved into the IUCN Conservation Centre in October 2017.

Table 10 Other unrestricted income

	2016	2017	2018
CHF m	**Actual**	**Forecast**	**Budget**
Government tax exemptions	1.3	1.2	1.4
Rental income and services	1.4	1.4	1.7
Patrons of Nature	0.1	0.5	1.0
GEF agency fees	0.1	0.3	0.5
Deferred income	0.5	0.5	0.5
Other income	1.6	1.4	1.2
Total	**5.0**	**5.3**	**6.3**

Patrons of Nature are expected to contribute CHF 1.0m in 2018. IUCN currently has 8 patrons that provide financial contributions and this is expected to increase further in 2018.

GEF agency fees of CHF 0.5m have been budgeted in 2018. This is a based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. Only 4.5% of the agency fee is budgeted as core income where it is used to fund the GEF Coordination Unit and HQ services. The remaining 4.5% funds monitoring and support costs incurred at the programme level and is included in the project restricted budget.

Deferred income relates to the value of donations received in respect of the IUCN HQ building – income is recognised over the life of the assets concerned. Other income reflects various amounts received by regional and country offices.

1.5 Operating expenditure

Operating expenditure (Table 11) is budgeted at CHF 68.2m (2017 forecast: CHF 69.5m). 80% of costs are staff costs and 20% other costs. The ratio is similar to the previous two years.

Both staff costs and other costs are lower than in previous years, reflecting a reduction in core income in 2017. Staff costs are slightly lower than forecast for 2017, despite a growing project portfolio. This reflects a shift in the delivery model whereby a greater of proportion of projects is implemented by partners. Grants to partners is zero in the below table as grants form part of the project restricted budget and rarely part of the core budget.

Table 11 Operating expenditure

	2016	%	2017	%	2018	%
CHF m	**Actual**		**Forecast**		**Budget**	
Staff costs	**53.0**	**78%**	**56.1**	**81%**	**54.7**	**80%**
Communication & publication costs	0.3	**0%**	0.5	**1%**	0.3	**0%**
Consultancy & prof. services	2.5	**4%**	1.7	**3%**	2.2	**3%**
Office costs	4.0	**6%**	4.3	**6%**	4.5	**7%**
Travel, hospitality & conferences	3.5	**5%**	2.6	**4%**	2.7	**4%**
Equipment costs	4.1	**6%**	4.2	**6%**	3.8	**6%**
Grants to partners	0.6	**1%**	0.1	**0%**	-	**0%**
Total other costs	**15.0**	**22%**	**13.4**	**19%**	**13.5**	**20%**
Total	**68.0**	**100%**	**69.5**	**100%**	**68.2**	**100%**

1.6 Provisions and other income and expenditure

Provisions cover operational risks such as adverse movements in foreign exchange rates and project deficits. Other expenditure includes items such as financing costs.

Table 12 below shows amounts budgeted for provisions. The total amount is similar to that forecast for 2017. The budgeted amount for other expenditure includes CHF 50k for the Governance Review which is expected to take place in 2018.

Table 12 Provisions and other income and expenditure

	2016	2017	2018
CHF m	**Actual**	**Forecast**	**Budget**
Foreign exchange	0.4	0.3	0.3
Project deficits	0.2	0.2	0.2
Other expenditure	0.3	0.1	0.1
Congress surplus	(1.6)	-	-
Total expenditure	**(0.7)**	**0.6**	**0.6**

1.7 Exceptional costs

No exceptional costs have been budgeted in 2018.

1.8 Transfers to/(from) designated reserves

IUCN makes annual allocations to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2018 budget includes an allocation of CHF 0.25m for the Regional Conservation Fora (RCFs), planned to take place in 2019. No additional allocation is budgeted for Congress 2020 Congress over and above that included in operating expenditure and budgeted to be spent in 2018. Similarly, no additional allocation is made for the External and Governance Review over and above the CHF 50k included in the category other income and expenditure (Table 12).

Table 13 Allocation to/ (from) designated reserves

	2016	2017	2018
CHF m	**Actual**	**Forecast**	**Budget**
World Conservation Congress and RCFs	(0.1)	0.4	0.3
External and Governance Review	-	0.1	-
Other	(0.5)	-	-
Total expenditure	**(0.6)**	**0.5**	**0.3**

1.9 Allocation of Core Income

Table 14 below shows the total expenditure budget and how each of the different components is funded.

Table 14 Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programmme support	Corporate support	Operating expenditure	Allocations to designated reserves	Total 2018
Expenditure	**29.2**	**21.7**	**5.8**	**12.1**	**68.8**	**0.3**	**69.1**
Internal service charges	1.9	0.3	-	(2.2)	-		-
Total expenditure	**31.1**	**22.0**	**5.8**	**9.9**	**68.8**	**0.3**	**69.1**
Funding							
Membership	1.0	1.7	4.0	4.4	11.1	0.3	11.4
Framework	4.2	6.4	0.5	0.2	11.3	-	11.3
Other unrestricted	1.2	0.5	-	4.7	6.4	-	6.4
Core income	**6.4**	**8.6**	**4.5**	**9.3**	**28.8**	**0.3**	**29.1**
Cost recovery	24.4	13.4	1.2	1.1	40.1	-	40.1
Transfers/adjustments	0.3	-	0.1	(0.5)	(0.1)	-	(0.1)
Total funding	**31.1**	**22.0**	**5.8**	**9.9**	**68.8**	**0.3**	**69.1**

Total core income amounts to CHF 29.1m (see Table 7). This has been allocated on a strategic basis taking into account alternative funding opportunities.

Membership dues are used to support the “backbone” of IUCN, including Union functions such as Membership support, Commission support, and Union Governance. Membership dues also support programmatic support functions such as planning, monitoring and evaluation, strategic partnerships and corporate communications. At the regional level membership dues fund representation and membership support. An element is also used to fund a proportion of corporate functions (management, oversight, finance, HR, information systems, general administration etc.), which are necessary for the efficient functioning of IUCN and for the establishment of a platform to support programme implementation. These costs are also partly funded through cost recovery and the internal service fee mechanisms operated by IUCN.

Membership due of CHF 1.3m has been allocated to support the operations of IUCN’s 6 Commissions. This is included in the Global programmes category Framework income is almost entirely allocated to regional and global programmes in line with donor conditions where it is used to support the development and delivery of the IUCN programme. The other principal source of funding for global and regional programmes is through cost recovery derived from the project portfolio.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from tenants of CHF 1.0m funds the cost of services provided to tenants.

2. Project income and expenditure

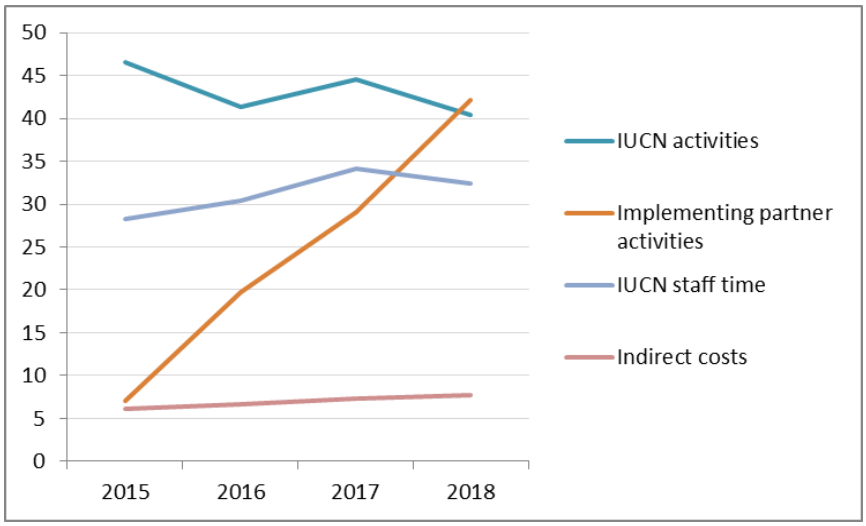
Table 15 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 122.7m compared to a forecast level of CHF 115.2m in 2017. The budgeted level is significantly higher than that foreseen at the time of preparation of the 2017-20 Financial Plan (CHF 109m), reflecting healthy growth of the project portfolio.

Table 15 Project income and expenditure

	2016	2017	2018	2018
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Project income	**98.1**	**115.2**	**122.7**	**109.0**
IUCN activities	41.4	44.6	40.4	72.0
Implementing partner activities	19.7	29.1	42.2	
IUCN staff time	30.4	34.2	32.4	37.0
Indirect costs	6.6	7.3	7.7	
Total project expenditure	**98.1**	**115.2**	**122.7**	**109.0**
Excess of income over expenditure	**-**	**-**	**-**	

The breakdown of project expenditure in 2018 reflects strategic shifts in IUCN delivery mechanisms. As shown in Figure 12 below, expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and also as a result of the growth in GEF (Global Environment Facility) and GCF (Green Climate Fund) portfolios. Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 29.1m in 2017 to CHF 42.2m in 2018. The majority of this expenditure will be spent through IUCN members.

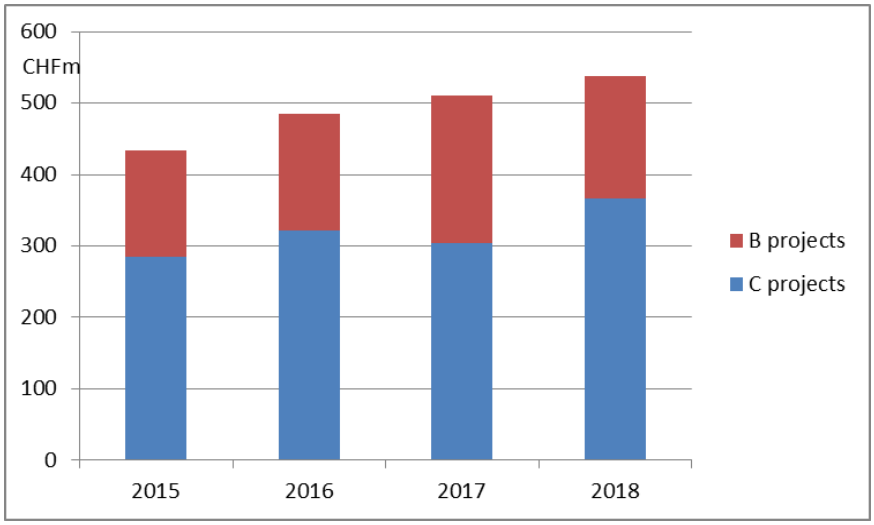
Figure 12 Project expenditure breakdown



The budget reflects a growing project portfolio as shown in
Figure 13. The total value of projects under implementation (C-projects) at the time of budget submissions was CHF 367m, and the value of those at the proposal stage (B-projects) CHF 171m. B

list projects are contracts under negotiation that are expected to be signed during the course of 2018. The total value of the portfolio (B+C) has risen by 5% since the 2017 budget exercise and the value of projects under implementation by 21%.

Figure 13 IUCN project portfolio



2.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects
Table 16 shows the 2018 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2016.

Table 16 Project expenditure and cost recovery

	2018 Budget				2017 Budget			
CHFm	**C projects**	**B projects**	**Total**	**%**	**C projects**	**B projects**	**Total**	**%**
Project activity costs	66.0	16.6	82.6	67%	57.6	21.6	79.2	66%
Staff time	26.1	6.3	32.4	25%	24.9	8.0	32.9	28%
Indirect costs	6.1	1.6	7.7	6%	5.5	1.9	7.4	6%
Total project expenditure	**98.2**	**24.5**	**122.7**	**100%**	**87.9**	**31.6**	**119.5**	**100%**
	80%	20%	100%		74%	26%	100%	

Staff time

IUCN's unique set-up requires that IUCN staffs many of the projects that IUCN implements. This, therefore, means that for projects where IUCN is the executing agency, staff charges are a significant element of project costs. On this basis, the budget for 2017 projects fairly significant staff cost recovery (CHF 32.4m), representing 26% of total project expenditure.

The level of staff cost recovery differs from project to project, depending on its nature and whether IUCN has a direct role in project execution. Knowledge based projects tend to have a higher ratio of staff time than projects delivering results on the ground or those delivered though grant making or implementing agency mechanisms where project execution is performed by grant recipients and partner organisations.

Indirect costs
IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Indirect cost recovery from projects fund the administration and financial management costs

related to project implementation and execution. The average level of indirect cost recovery is around 6%. The rate differs depending on the type of project and donor rules. The rate is lower where the majority of expenditure is incurred by partner organisations or where donor rules require that overheads are charged as direct costs (to the extent possible) instead of as a % fee.

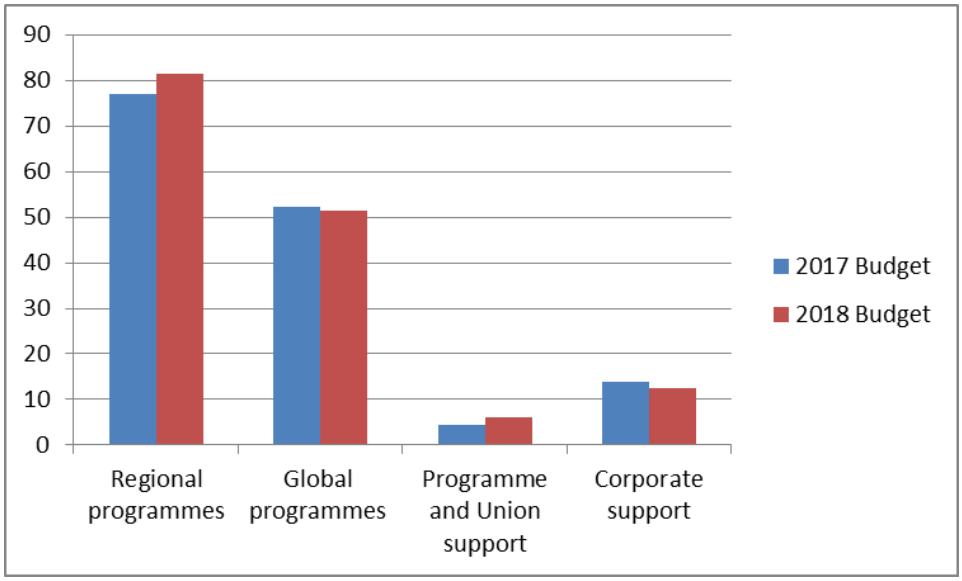
Cost recovery income carries two specific risks: 1) it is only earned as projects are implemented, and therefore if there are delays in project implementation the level of budgeted cost recovery will not be achieved; and 2) a portion of the amount budgeted will be derived from project agreements that are currently under negotiation. In the latter case there is a risk that the contract will not be signed or be significantly delayed.

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of expenditure in 2018 and discount the expected income to reflect the level of risk. Cost recovery budgeted to be earned from projects under negotiation (B - projects) is CHF 7.9m compared to CHF 9.9m in 2017. This reflects a reduction in portfolio risk but one that needs to be managed nonetheless (see Risks, page 17).

3. Total budgeted expenditure

Figure 14 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organisational components.

Figure 14 Breakdown of total expenditure budget by organisational component, CHF m

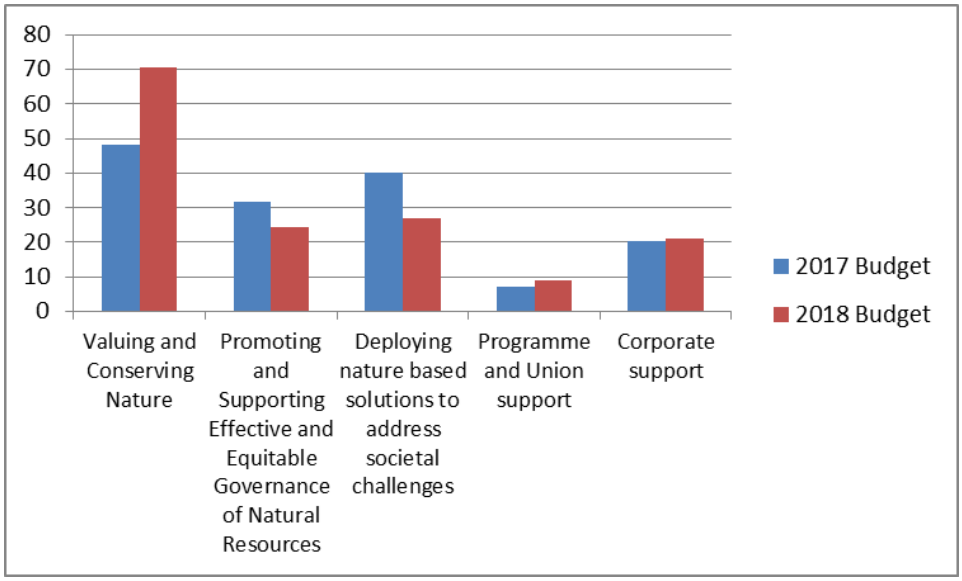


Total expenditure is budgeted at CHF 151m (2017 budget: 149m). The level of expenditure is relatively stable over all components. Regional programmes show a slight increase in total expenditure, primarily due to growth in the Africa regions and also Meso America. Programme and Union support also shows an increase but this is explained by the set-up of the Global Programmes Operations Unit in HQ which involved pooling support staff previously manged directly by global programmes (i.e. it reflects a reclassification of costs and not a real increase).

Global programmes generate significant amounts of income to be spent at the regional level – this is included under Regional programmes. Consequently, as the portfolio increases one would expect most of that growth to be reflected in an increase in expenditure at the regional level.

Total budgeted expenditure can also be analysed between the 3 programme areas of the 2017-20 Programme and between programme and Union support and corporate support as shown in Figure 15 below.

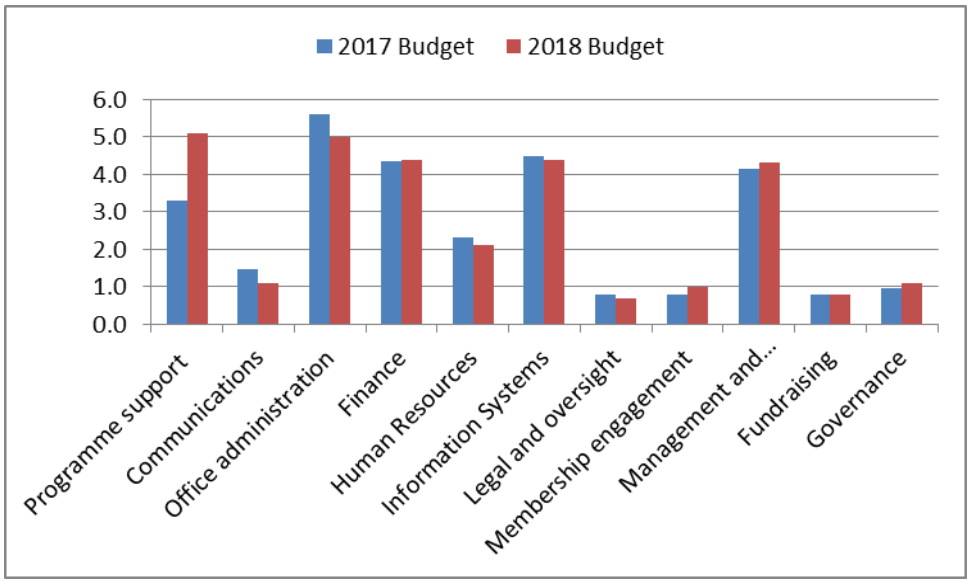
Figure 15 Total expenditure by programme area and support functions, CHFm



Valuing and Conserving Nature represents the largest area of expenditure (CHF 70m), followed by Deploying Nature-based Solutions (CHF 27m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 24m). The increase in the Valuing and Conserving Nature reflects a significant increase in grant making projects managed by the Species programme and growth in the Protected Areas and Marine programmes.

Programme and Union Support, and Corporate Support is broken down as follows:

Figure 16 Programme and Union Support by function



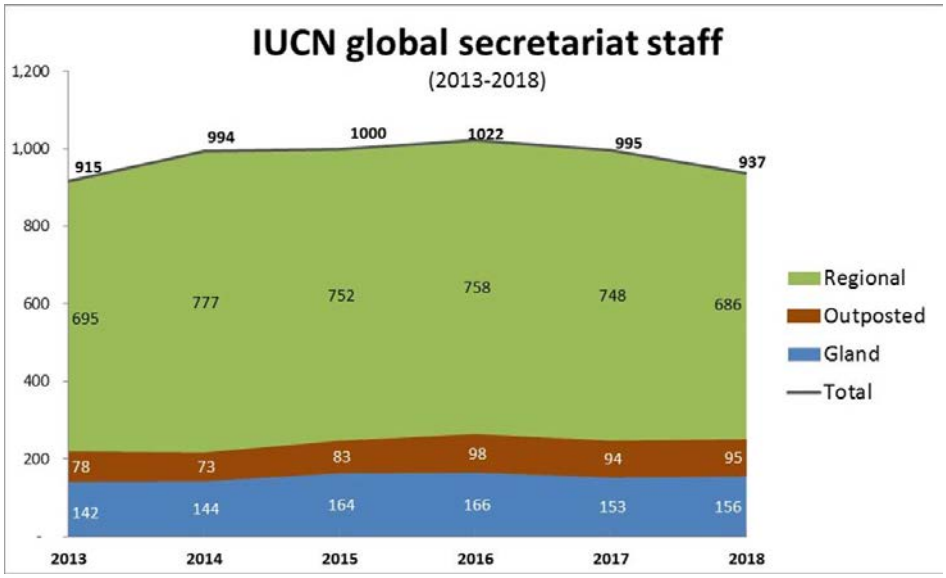
The total cost of programme and Union support (CHF 9.1m) and corporate support (CHF 20.9m) is the cost of these functions across the global Secretariat, including regional and country offices. Programme support shows a significant increase as a result of the setting up of the Global Programmes Operations Unit, noted above.

CHF 1.3m of corporate costs (primarily related to office administration, but also part of finance, HR and information systems) are recovered from HQ tenants.

4. Staffing and staff costs

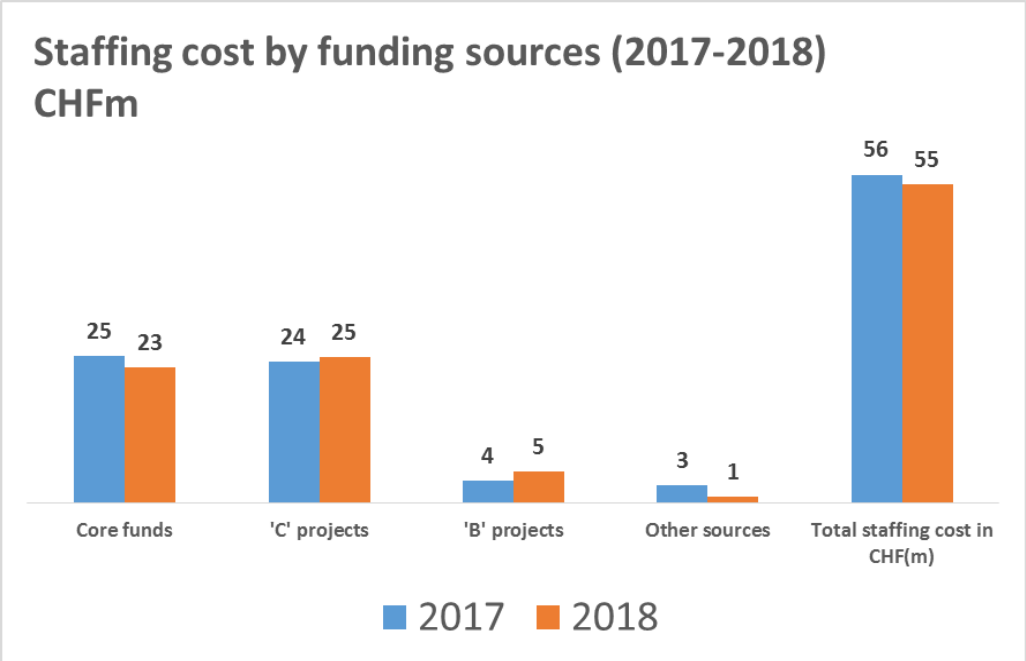
Figure 17 staffing strength from the year 2013 to the present date. A decrease in total staff numbers from 995 to 937 is foreseen in 2018, a decline of 6%. Staff in Gland decreased from 166 to 153 during the course of 2017 as a result of the organisational change process and are expected to increase marginally to 156 in 2018.

Figure 17 Secretariat staff



The total budgeted 2018 staffing cost is CHF 54.7m (2017 Forecast: CHF 56.1), a decline of 3%. The decline is not as marked as the decline in staff numbers as the Secretariat undertook a benchmarking survey of its pay scales in 2017 which resulted in readjustment in some regional and country offices. Staff costs are budgeted to be funded as shown in Figure 18.

Figure 18 Funding of staff costs



Staff costs funded by core funds has reduced from CHF 25m in 2017 to CHF 23m in 2018. This reflects the organisational change process and efforts to fund a higher proportion of staff cost from the project portfolio. CHF 5m is budgeted to be funded from "B" projects, i.e. projects currently under negotiation which are expected to be signed in the last 2 months of 2017 or during 2018. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed. The level of budgeted staff costs funded by unsecured income is at a similar level to 2017 and earlier years.

5. Investments in Information Systems

IUCN continues to invest in its information systems structure and applications. Table 17 below shows the status of major initiatives:

Table 17 Information systems initiatives

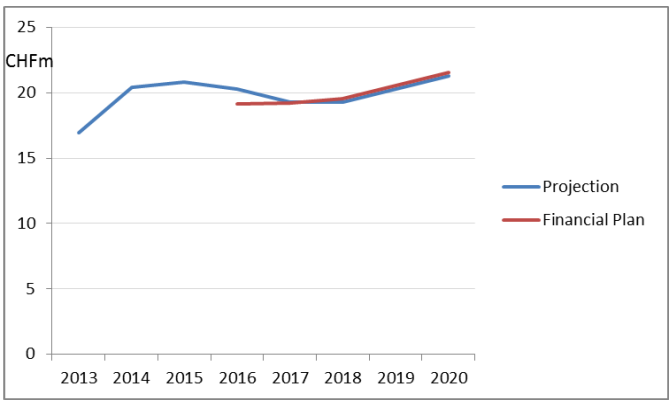
Initiative	Description	Current status	2018 plan
Global Wide Area Network (GWAN)	Standardised IT network allowing offices to connect to global applications (ERP, CRM, Union Portal, HRMS, eMail) in a secure and reliable way and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.	Implemented in all regional and outposted offices.	No further extension at this point.
IS Service Portal (global helpdesk)	Management of service requests by the global IS team, resulting in improved response time and increasing overall efficiency.	Implemented in all offices.	Completed.
Programme and Project Portal	Database of all IUCN projects allowing tracking of project delivery and global reporting against the IUCN Programme.	Rolled out in 2016 and 2017. All base data now captured and reporting functionality developed.	Implementation of workflows for project assessment and approval and contract approval.
ERP system	Finance, procurement, grant management and administration system.	Continued roll out of administration portals. Started implementation of global e-banking solution.	Completion of portal rollout. Continuation of e-banking rollout. Start upgrade of base system to new version. Implement time management system. Process improvements for travel and expense management and procure to pay process.
Union Applications	Includes: Union Portal and CRM		Revamp of Union Portal with improved functionality. Improvements to Commission registration system.

The costs of all of the above are included in the Global Information Systems Unit budget.

6. Reserves

Figure 19 shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 19.3m by the end of 2017, stay stable in 2018 and progressively rise to CHF 21.3m by the end of 2020, in line with the 2017-20 Financial Plan.

Figure 19 IUCN Reserves



The long term reserves target set by Council is CHF 25m.

7. Risks Inherent in the Work Plan and Budget 2018

The main risks for 2018 are:

7.1 Framework agreements

Of the total budgeted Framework income of CHF 11.3m, CHF 7.7m is secured by signed agreements. The remaining CHF 3.6m is subject to agreement in the latter part of 2017 or in 2018. This entire amount is budgeted to be received from long term partners of IUCN.

Mitigating action
This risk is being addressed through the active follow up of the partners concerned and by the IUCN Secretariat change process by making IUCN more attractive to Framework donors through demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

Risk level: medium

7.2 Delays in project implementation

Project expenditure is budgeted at CHF 123m, higher than the 2017 forecast of CHF 115m, which in turn is significantly higher than the CHF 98m achieved in 2016.
As core income declines IUCN becomes increasingly dependent on the project portfolio for the funding of staff costs and infrastructure costs. Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of infrastructure costs that can be recovered from the project portfolio, meaning a higher portion has to be funded from core income. However, only 20% of project expenditure is budgeted to come from contracts not yet signed, which is below the 2017 level of 26%. The risk is still, however, significant.

Mitigating action

The rates of project implementation and cost recovery will be monitored on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of signed project contracts to the extent possible.

Risk level: High

7.3 Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

Mitigating action
A provision of CHF 0.6m has been made in the 2017 budget for non-payment of membership dues. A Membership strategy is in the course of development which will demonstrate value for money.

Risk level: Medium

7.4 Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2018 budget.

Mitigating action
The risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements.

Risk level: low

The IUCN Green List of Protected and Conserved Areas
Standard Version 1.1

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/6)

Background

The mission of the IUCN Green List of Protected and Conserved Areas Programme ('**IUCN Green List Programme'**) is to increase and recognize the number of Protected and Conserved Areas globally that are fairly governed, effectively managed, and achieving their conservation outcomes.

At the heart of the IUCN Green List Programme is the IUCN Green List of Protected and Conserved Areas Sustainability Standard ('**IUCN Green List Standard'**), presented here to the Programme and Policy Committee for approval. It includes guiding criteria that describe successful conservation and equitable governance in protected and conserved areas. It provides a global benchmark for effective management and governance quality that motivates improved area-based performance and successful achievement of conservation objectives.

IUCN began to shape the concept for a 'Green List of Well-Managed Protected Areas' in 2008. At the 2012 World Conservation Congress, four IUCN Resolutions supported the development of an IUCN Green List for Protected and Conserved areas. Of these, WCC 2012-Res-041[1] called for the development of objective criteria for 'Green Listing', while WCC 2012-Res-076[2] called for the Green List to take into account the specificity of the marine environment in order to certify effective and equitable management of marine protected areas (MPAs).

Between 2012 and 2014, the IUCN World Commission on Protected Areas and IUCN's Global Protected Areas Programme jointly designed and led a pilot phase of the IUCN Green List in eight jurisdictions, generating a provisional Standard (version 0.2) in accordance with the ISEAL procedures for generating sustainability standards. Results of the pilot phase were reviewed at the IUCN World Parks Congress (Sydney, 2014), admitting 25 sites to the provisional IUCN Green List. Further global consultation on the IUCN Green List Standard was undertaken in 2015 and 2016 with results presented at the IUCN World Conservation Congress in Hawai'i (version 1.0) where three new IUCN Resolutions[3,4,5] support the Programme and its ongoing development.

In mid-2017, IUCN's Director General approved the IUCN Green List Programme governance and implementation structures. The approval by IUCN Council of the IUCN Green List Standard version 1.1 is the final step to bring into operation the full implementation of the programme from 2018, based on a credible and reputable Standard.

In the following document, pages 6-10 provide an explanation of the Standard, and main criteria are found on pages 11-13.

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[1] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2012_RES_41_EN.pdf
[2] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2012_RES_76_EN.pdf
[3] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_031_EN.pdf
[4] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_030_EN.pdf
[5] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_072_EN.pdf

IUCN Green List of Protected and Conserved Areas: Standard, Version 1.1

The global standard for protected areas in the 21st Century

Supported by:

WCPA WORLD COMMISSION ON PROTECTED AREAS

Federal Ministry
for the Environment, Nature Conservation,
Building and Nuclear Safety

based on a decision of the German Bundestag

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GLOBAL STANDARD 11

	THE IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS: GLOBAL STANDARD	
Version		1.1
Source language		**English**. Official translations available.
Responsible Unit		**IUCN GLOBAL PROTECTED AREAS PROGRAMME**
Developed by		**IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS: STANDARDS COMMITTEE**
Subject (Taxonomy)		Protected Areas; Conserved Areas; Conservation Outcomes; Standard; ; Protected Planet; Management Effectiveness; Assurance; Aichi Biodiversity Target 11.
Date approved		
Approved by		IUCN Green List of Protected and Conserved Areas Committee
Applicable to		IUCN Green List of Protected and Conserved Areas
Objective		To provide a global benchmark for protected and conserved areas to assess whether they are achieving successful conservation outcomes through effective and equitable governance and management. The Standard includes globally consistent Components and Criteria, which are supported by indicators, to measure site performance.
Is part of		IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS PROGRAMME
Conforms to		ISEAL Codes of Good Practice for Sustainability Standards IUCN Environmental and Social Management System (ESMS)
Related Documents		IUCN Green List of Protected and Conserved Areas User Manual
Distribution		IUCN COMPASS; IUCN Union Portal and IUCN website Protected Planet® portal (UN Environment World Conservation Monitoring Centre (WCMC) and IUCN
DOCUMENT HISTORY		**CURRENT VERSION 1.1**
Version	**Release date**	**Summary of changes**
Version 0.1	Released in September 2012	Presented for feedback at IUCN World Conservation Congress (WCC) 2012, Jeju, Korea.
Version 0.2	Released in June 2014	Major adjustments to align with ISEAL Alliance Credibility Principles Expert Workshop (June 2014) to refine content. Version adopted for 2014 Pilot Phase.
Version 0.3	Released in September 2015	Global Consultation version, including minor adjustments based on feedback from evaluation of Pilot Phase (2014) and World Parks Congress feedback (November 2014). Expert evaluation of comments received on this version form basis for adjustments in revision 1.0
Version 1.0	Released September 2016	Used in IUCN Green List of Protected and Conserved Areas Development Phase and presented at IUCN WCC 2016, Hawai'i
Version 1.1	Released (insert date)	This version was amended by the IUCN Green List of Protected and Conserved Areas Standards Committee (September 2017)

INTRODUCTION

Protected areas are a universal approach to nature conservation, present in all countries, for both land and sea. Conserving nature is essential for the future of humanity by securing the persistence of natural diversity that supports human life. Well-governed, well-designed and well-managed protected areas are our most effective tool for conserving nature, and provide a wide range of ecological, socio-economic, cultural and spiritual benefits.

The IUCN Green List of Protected and Conserved Areas Programme (**IUCN Green List Programme**) aims to encourage, achieve, and promote effective, equitable and successful protected areas in all partner countries and jurisdictions.

The overarching objective of the IUCN Green List Programme is to **increase the number of protected and conserved areas that deliver successful conservation outcomes through effective and equitable governance and management.** This high-level objective will be reached through a set of underlying objectives:

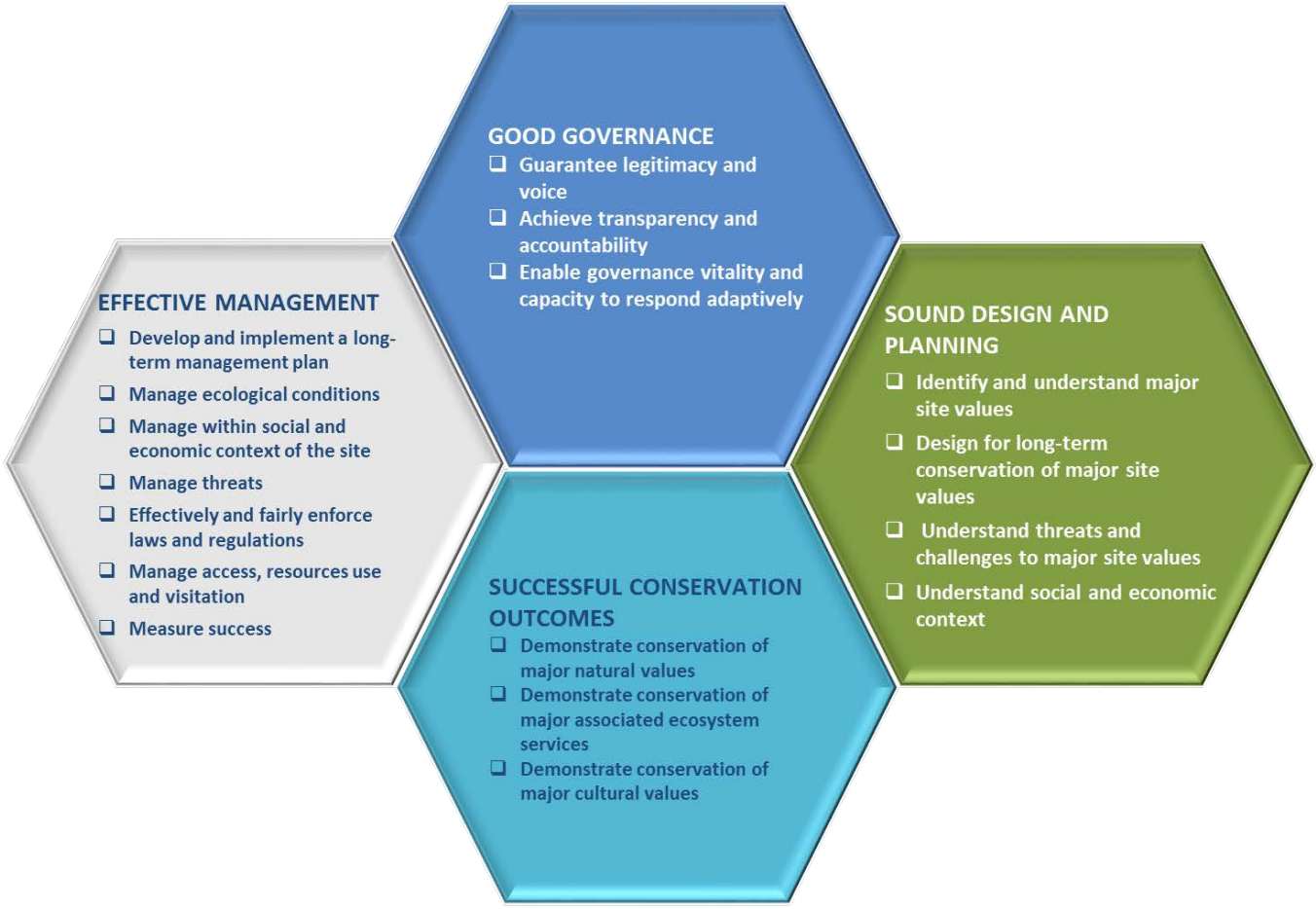
1. To ensure that the IUCN Green List of Protected and Conserved Areas Standard provides a suitable measure for strengthening conservation outcomes and improving equitable and effective management of protected and conserved areas
2. To position the IUCN Green List Programme as an accessible channel for conservation capacity development for protected and conserved areas
3. To promote collaboration and investment in implementing effective and equitable conservation management in protected and conserved areas committed to work towards the IUCN Green List of Protected and Conserved Areas Standard.

At the heart of the IUCN Green List Programme is a Sustainability Standard, which is has global application. ISEAL defines a sustainability standard as: *A standard that addresses the social, environmental or economic practices of a defined entity, or a combination of these (ISEAL Credibility Principles*[i6]*)*.

The IUCN Green List of Protected and Conserved Areas Standard (**IUCN Green List Standard**) describes a set of seventeen **CRITERIA** categorised under four **COMPONENTS**, accompanied by 48 **INDICATORS**, for successful conservation in protected and conserved areas. It provides an international benchmark for quality that motivates improved performance and helps achieve conservation objectives. By committing to meet this global standard, site managers seek to demonstrate and maintain performance and deliver real nature conservation results. The global IUCN Green List Standard remains unchanged, until it is reviewed at least every five years (in accordance with the ISEAL Code[7]), to ensure that the Standard is continuously improving and consistently providing an international benchmark for quality.

The generic indicators can be adapted to the national context (typical level of adaptation; or other relevant jurisdictions such as subnational or regional levels is also possible).

[6] https://www.isealalliance.org/sites/default/files/Credibility%20Principles%20v1.0%20low%20res.pdf
[7] https://www.isealalliance.org/our-work/defining-credibility/codes-of-good-practice



The objective of the global IUCN Green List Standard is to: ***provide a global benchmark for protected and conserved areas to assess whether they are achieving successful conservation outcomes through effective and equitable governance and management. The IUCN Green List Standard includes globally consistent Components and Criteria, which are supported by indicators, to measure site performance.***

DEVELOPMENT OF THE IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS

IUCN began to shape the concept for a Green List of Protected Areas in 2008. At the 2012 World Conservation Congress, four IUCN Resolutions supported the development of an IUCN Green List for Protected and Conserved areas. One IUCN Resolution (WCC 2012-Res-041-EN) called for the development of objective criteria for 'Green Listing', while a second (WCC 2012-Res-076[8]) called for the Green List to be adapted to certify performance in marine protected areas (MPAs). The IUCN World Commission on Protected Areas (WCPA) and IUCN's Global Protected Areas Programme convened a global development and consultation process to create and test a new IUCN Green List Standard for protected

[8] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2012_RES_75_EN.pdf

areas. A pilot phase in eight jurisdictions was undertaken with results presented at the IUCN World Parks Congress, Sydney, November 2014. A total of 25 protected and conserved areas received a provisional 'Green List' certificate for their achievements.

Further evolution of the IUCN Green List Standard, including the results from global consultation on the Standard in 2015 and 2016, and adaptations to the IUCN Green List Programme, were presented at the IUCN World Conservation Congress in Hawai'i, where a further three IUCN Resolutions[9,10,11] support ongoing implementation.

INTERNATIONAL CODE FOR SUSTAINABILITY STANDARDS

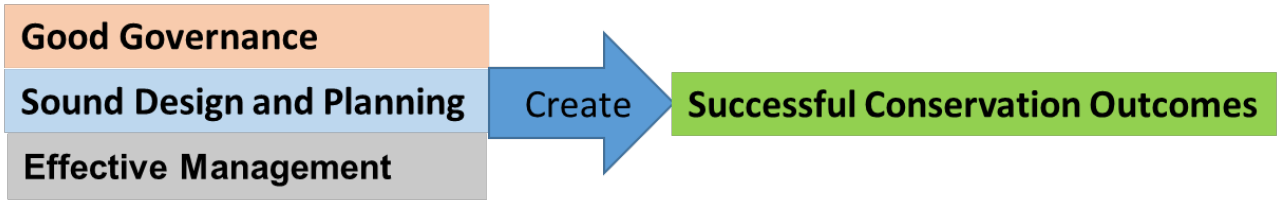
IUCN is committed to align the development of the IUCN Green List Standard and the IUCN Green List Programme to the ISEAL Codes of Good Practice[12]: a global reference for standard-setting, assurance and impact evaluation for social and environmental sustainability standard systems. The IUCN Green List Programme is seeking to comply with ISEAL requirements by 2020. This version of the IUCN Green List Standard is informed by the lessons learned from the evaluation of the pilot phase in 2014 and global consultations carried out in 2015 and 2016. The IUCN Green List Standard is supported by an Assurance Procedure and rules, as documented in the accompanying IUCN Green List of Protected and Conserved Areas User Manual (**IUCN Green List User Manual**). The IUCN Green List User Manual describes the objectives of the overall IUCN Green List Programme. It provides the framework for implementation of the IUCN Green List Programme globally, and on a jurisdictional basis.

THE IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS STANDARD

The IUCN Green List Standard is organised into four components of successful nature conservation in protected and conserved areas. The baseline components concern:

- **Good Governance**
- **Sound Design and Planning;** and
- **Effective Management**

Together, these support the component on **Successful Conservation Outcomes** attesting to the successful achievement of a site's goals and objectives. Each component has a set of criteria and each criterion has a set of generic indicators to measure achievement.



[9] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_031_EN.pdf
[10] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_030_EN.pdf
[11] https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_072_EN.pdf
[12] https://www.isealalliance.org/our-work/defining-credibility/codes-of-good-practice

GLOBALLY CONSISTENT; LOCALLY RELEVANT

The criteria are globally consistent requirements that collectively describe the efforts needed to fully achieve the global IUCN Green List Standard. A 'Green List' site is one that is currently evaluated to achieve *all* criteria, across all four components. The IUCN Green List Standard is implemented through a jurisdictional approach, tailored to each country or region where the IUCN Green List of Protected and Conserved Areas is adopted. The IUCN Green List Programme allows for flexibility for each jurisdiction to implement the Standard. For each criterion of the IUCN Green List Standard, a set of generic indicators and associated means of verification is maintained by IUCN. These generic indicators may be adapted to the context of each participating jurisdiction, to allow for reflection of regional and local characteristics and circumstances in which protected and conserved areas operate. Note that the generic indicators are designed to be universal in application, so not all of them (or any of them) have to be adapted, if they have been evaluated to meet the regional or local context. The guidance for this process is detailed in the accompanying IUCN Green List User Manual.

ASSURANCE AND EVALUATION

The IUCN Green List Programme assures that protected and conserved 'are effectively and equitably managed, and achieving successful conservation of their values'. A global partnership with Accreditation Services International (**ASI**) provides the IUCN Green List of Protected and Conserved Areas with an Independent Assurance agency tasked with assurance of the IUCN Green List Programme. The assurance mechanisms and procedures in place ensure independence and credibility of decision-making that will ultimately be compliant with all ISEAL Codes of Good Practice. Participation by individual protected areas, conserved areas, and their governing agencies is entirely voluntary, through commitment to promote continuous improvement through the IUCN Green List Programme.

'GREEN LIST' STATUS FOR PROTECTED AND CONSERVED AREAS

Sites wishing to achieve 'Green List' status must demonstrate, and then maintain, successful implementation of the IUCN Green List Standard. This is evaluated in three Phases:

1. Application Phase:

The first step is a voluntary commitment to the IUCN Green List Programme. This **commitment** will include the site on a global register and begin the application process. This ensures that the site meets the basic requirements for consideration. Sites then undergo an initial assessment against the IUCN Green List Standard and adapted Indicators for their jurisdiction. Once the site has demonstrated that it has the ingredients for success, and that there is broad-based support for their achievement of the 'Green List', it is granted **Candidate** status by the Expert Assessment Group (EAGL). It is during the Application phase that site managers will learn of issues that may need to be strengthened before they can be further considered for the Green List.

2. Candidate Phase:

Once admitted as a candidate, the site begins a second phase of assessment (**candidate phase**) against the full set of IUCN Green List Standard criteria, providing evidence against

all indicators and addressing any identified shortcomings over a period of time. This candidate phase may take months or even several years depending on the issues that have been identified. Once complete, candidate sites are put forward for **nomination** to the Green List. The **nomination** process involves the preparation and submission of a complete dossier by a candidate site addressing all Standard criteria. It will be evaluated by the Expert Assessment Group (**EAGL**) for the local jurisdiction (including a site visit by an EAGL representative), with the process verified by an independent Reviewer (trained and provided by ASI). Based on this recommendation, the final decision will be made by the IUCN Green List of Protected and Conserved Areas Committee.

3. Green List Phase:

Once a Candidate site is awarded '**IUCN Green List'** status, the management and representatives for the site will be provided a **certificate**. The area will be afforded the right to use the IUCN Green List of Protected and Conserved Areas logo and claims (in accordance with guidelines), and will be recognised and promoted by IUCN as a global exemplar in conservation achievement. Additionally, all Candidate and 'IUCN Green List' sites will be profiled on the Protected Planet® portal[13] of the UN Environment World Conservation Monitoring Centre's (WCMC) World Database on Protected Areas (WDPA). After a site achieves Green List Status, the IUCN Green List of Protected and Conserved Areas Programme focuses on supporting the site to maintain that status. A mid-term rapid review of performance is carried out for all 'Green List' sites. Additionally, throughout the period, the IUCN Green List Programme factors and filters stakeholder views and public opinion into the site's ongoing performance. The IUCN Green List User Manual also deals with procedures for grievances from any parties involved. In the final year of the current Green List award, the site management must begin a renewal process to justify continued success and performance against the Standard criteria, and thereby renew their Green List status for a further period, usually five years. If for any reason new challenges affect the site's achievement of the Standard, it will be considered again as a Candidate, and encouraged to develop a specific plan of action to regain Green List status through renewed nomination.

All interested stakeholders should contact IUCN's Global Protected Areas Programme for information on the process of implementing the IUCN Green List Standard and achieving Green List status at greenlist@iucn.org.

[13] https://protectedplanet.net/

PART 1: IUCN GREEN LIST OF PROTECTED AND CONSERVED AREAS STANDARD

Component 1: GOOD GOVERNANCE	
Green List sites demonstrate equitable and effective governance	
Criterion 1.1 GUARANTEE LEGITIMACY AND VOICE	There are clearly defined, legitimate equitable and functional governance arrangements, in which the interests of civil society, rights-holders and stakeholders, are fairly represented and addressed, including those relating to the establishment or designation of the site.
Criterion 1.2 ACHIEVE TRANSPARENCY AND ACCOUNTABILITY	Governance arrangements and decision-making processes are transparent and appropriately communicated, and responsibilities for implementation are clear, including a readily accessible process to identify, hear and resolve complaints, disputes, or grievances.
Criterion 1.3 ENABLE GOVERNANCE VITALITY AND CAPACITY TO RESPOND ADAPTIVELY	Planning and management draws on the best available knowledge of the social and ecological context of the site, using an adaptive management framework that anticipates, learns from and responds to change in its decision-making.
Component 2: SOUND DESIGN AND PLANNING	
Green List sites have clear, long-term conservation goals and objectives, based on a sound understanding of their natural, cultural and socio-economic values and context	
Criterion 2.1 IDENTIFY AND UNDERSTAND MAJOR SITE VALUES	The site's major values for conservation of nature with associated ecosystem services and cultural values are identified and understood.
Criterion 2.2 DESIGN FOR LONG-TERM CONSERVATION OF MAJOR SITE VALUES	The design of the site in its landscape/seascape context support long-term maintenance of the major site values.
Criterion 2.3 UNDERSTAND THREATS AND CHALLENGES TO MAJOR SITE VALUES	Threats and challenges to major site values are described and understood in sufficient detail to enable effective planning and management to address them.
Criterion 2.4 UNDERSTAND THE SOCIAL AND ECONOMIC CONTEXT	The social and economic context of the site including the positive and negative social and economic impacts of the way it is managed is understood and reflected in management goals and objectives.
Component 3: EFFECTIVE MANAGEMENT	
Green List sites are managed effectively	
Criterion 3.1 DEVELOP AND IMPLEMENT A LONG-TERM MANAGEMENT STRATEGY	The site has a long-term strategy that provides a clear explanation of the overall goals and objectives of management (explicitly including the conservation of the site's major values and achievement of its social and economic goals and objectives). This is reflected in an up-to-date management plan or its functional equivalent.

	There are clear and appropriate management directions: strategies and actions specified in plans, policies and procedures are appropriate and sufficient to achieve the planned goals and objectives for the site. There is adequate capacity to manage the site effectively: strategies are supported by adequate financial and human resources, adequate staff competency, capacity development and training; appropriate access to equipment and adequate infrastructure; and measures are in place to deal with critical shortfalls.
Criterion 3.2 MANAGE ECOLOGICAL CONDITION	The site can clearly demonstrate that ecological attributes and processes are being managed to maintain the site's major natural values with associated ecosystem services and cultural values.
Criterion 3.3 MANAGE WITHIN THE SOCIAL AND ECONOMIC CONTEXT OF THE SITE	The site can clearly demonstrate that it takes into account the social and economic context of the site and the interests of rights-holders and stakeholders, and engages them appropriately. The social and economic benefits of the site are recognised, promoted and are being maintained, in a way which is compatible with the maintenance of the site's major natural values with associated ecosystem services and cultural values.
Criterion 3.4 MANAGE THREATS	Threats are being actively and effectively responded to, so that their impact is not compromising the maintenance of major site values or the achievement of the site's goals and objectives.
Criterion 3.5 EFFECTIVELY AND FAIRLY ENFORCE LAWS AND REGULATIONS	Relevant laws, regulations and restrictions are fairly and effectively applied in all aspects of the protected area management and operations.
Criterion 3.6 MANAGE ACCESS, RESOURCE USE AND VISITATION	Activities within the site are compatible with, and support the achievement of the site's conservation goals and objectives, meet the needs of users, and are properly regulated. When permitted, tourism and visitor management is compatible with, and supports the achievement of the site's conservation goals and objectives.
Criterion 3.7 MEASURE SUCCESS	Monitoring, evaluation and learning provide an objective basis for determining measures of success through the establishment of thresholds for conservation of the site's major values. Monitoring and assessment programmes should be capable of providing data and/or information on: • Whether each of the site's major values are being successfully protected; • Location, extent and severity of threats; and • Achievement of management goals and objectives. As appropriate, thresholds may be determined by changes in major values over a specified time period compared to those anticipated without the protected and conserved area.

Component 4: SUCCESSFUL CONSERVATION OUTCOMES	
Green List sites demonstrate successful long-term conservation of major natural values, with associated ecosystem services and cultural values; which contribute as appropriate to the achievement of social and economic goals	
Criterion 4.1: DEMONSTRATE CONSERVATION OF MAJOR NATURAL VALUES	The site meets or exceeds thresholds for the stated performance measures for conservation of major natural values.
Criterion 4.2: DEMONSTRATE CONSERVATION OF MAJOR ASSOCIATED ECOSYSTEM SERVICES	The site meets the stated performance measures for conservation of major associated ecosystem services.
Criterion 4.3 DEMONSTRATE CONSERVATION OF MAJOR CULTURAL VALUES	The site meets the stated performance measures for maintaining and providing for major associated cultural values.

INTERNATIONAL UNION
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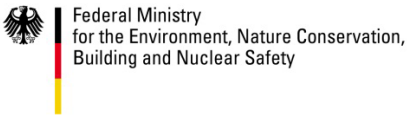

based on a decision of the German Bundestag

Policy and Procedure on Forward Contracts for Hedging

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/10)

Title	Forward Contracts for Hedging
Responsible Unit	Global Finance, Gland
Developed by	Global Finance, Gland
Applicable to	All IUCN Offices
Version 1.0	

1. Purpose

The purpose of this policy is to define IUCN's use of Forward Foreign Currency Contracts, implementing and maintaining appropriate systems of internal controls for Forward Foreign Currency Contracts.

2. Applicability

The Forward Contracts and Hedging policy applies to all IUCN offices and staff.

3. Background and Guiding Principles

1 IUCN will only use Forward Foreign Currency Contracts to hedge currency risk. It will not use Forward Contracts for a speculative trading purpose.

2 IUCN receives some funds in Foreign Currencies, other than the main spending currencies Swiss Francs, Euros and USD, for example in Swedish or Norwegian Kronor. For significant contract values IUCN purchase a forward contract to hedge the currency into a "spending" currency. In doing so, IUCN can reduce the risk of currency fluctuation, between the time of signing the contract and receiving the funds.

4. Policy

IUCN Finance can only use Forward Foreign Currency Contracts to hedge currency risk. It will not use Forward Contracts for a speculative trading purpose. There are certain Foreign Currency Contracts which allow for the downside currency risk to be protected, whilst still allowing IUCN to benefit from an upside in the currency movement, these contracts can be considered, as long as the downside risk to IUCN is protected.

IUCN Finance will only engage in Forward Foreign Currency Contracts with a Financial Institution (the counterparty) which is regulated under "Financial Market Infrastructures Act" (FMIA) and the related "Financial Market Infrastructure Ordinances" (FMIO) and that will report the IUCN derivative trades to the relevant trade repository recognised or authorised by the FMIO on IUCN's behalf.

As per the Delegation of Authority Policy, the Chief Finance Officer (CFO) derives the authority to engage IUCN in Forward Foreign Currency Contracts from the Director General, and any hedging or derivative contracts have to be approved by the CFO. The CFO will task a member of the Global finance team to evaluate the contract options and the CFO will decide which contract to take. Once the decision has been taken the designated staff member can inform the bank and complete the contract details.

Members admitted by the 93rd Council

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Green Connexion	GC	Cameroon	http://greenconnexion-cm.org	NG	1) NG/24856 Cameroon Environmental Watch, Cameroun 2) NG/25316 Cameroun Ecologie, Cameroun	https://portals.iucn.org/union/sites/union/files/doc/25723_green_connex.pdf
	2	Madagascar Institut pour la Conservation des Ecosystèmes Tropicaux *(Madagascar Institute for the Conservation of Tropical Environments)*	MICET	Madagascar	n/a	NG	1) NG/25632 Madagascar National Parks, Madagascar 2) NG/25568 Madagasikara Voakajy, Madagascar	https://portals.iucn.org/union/sites/union/files/doc/25724_micet.pdf
	3	Fonds Fiduciaire pour le Banc d'Arguin et la Biodiversité Côtière et Marine *(Banc d'Arguin and Coastal and Marine Biodiversity Trust Fund)*	BACOMAB	Mauritania	http://www.bacomab.org	NG	1) NG/24743 Nature Tropicale, Benin *(Tropical Nature)* 2) NG/25316 Cameroun Ecologie, Cameroun *(Cameroon Ecology)* 3) NG/25397 Fondation pour les Aires Protégées et la Biodiversité, Madagascar *(Madagascar Biodiversity Fund)*	https://portals.iucn.org/union/sites/union/files/doc/25709_bacomab.pdf
	4	Observatoire pour la Protection de l'Environnement et des Monuments Historiques *(Observatory for the Protection of the Environment and Historical Monuments)*	OPEMH	Morocco	http://www.marsadtanger.org	NG	1) NG/25547 Association des Enseignants des Sciences de la Vie et de la Terre, Morocco *(Association of Life and Earth Science Teachers)* 2) NG/25555 Association Marocaine pour la Chasse Durable, Morocco *(Maroccan Association for Sustainable Hunting)*	https://portals.iucn.org/union/sites/union/files/doc/25721_opemh.pdf
	5	Administracao Nacional das Areas de Conservacao *(National Administration of Conservation Areas)*	ANAC	Mozambique	n/a	GA	Not required	https://portals.iucn.org/union/sites/union/files/doc/25719_anac.pdf
	6	Association Pinna pour le Développement et la Promotion de l'Écotourisme *(The Pinna Association for the Development and Promotion of Ecotourism)*	Pinna APDPE	Tunisia	http://www.associationpinna.org	NG	1) NG/1163 Association Marocaine pour la Protection de l`Environnement et le Climat, Maroc *(Moroccan Association for Environment and Climate Protection)* 2) NG/1429 AAO/BirdLife, Tunisia 3) NG/25462 Association pour la Protection de l'Environnement et le Développement Durable de Bizerte, Tunisia (*Bizerte Association for the Protection of the Environment and Sustainable Development)*	https://portals.iucn.org/union/sites/union/files/doc/25720_apdpe.pdf
	7	Notre Grand Bleu *(Our Big Blue)*	NGB	Tunisia	https://www.facebook.com/notre.grand/	NG	1) NG/1429 Association Les Amis des Oiseaux, Tunisia *(Friends of the Birds Association)* 2) NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan 3) NG/25537 Sustainable Development of Agricultural Resources, Jordan	https://portals.iucn.org/union/sites/union/files/doc/25693_big_blue.pdf
Meso and South America	8	Associação de Preservação do Meio Ambiente e da Vida *(Association for the Preservation of Environmental and Life)*	APREMAVI	Brazil	http://www.apremavi.org.br	NG	1) NG/1428 Instituto Conservation International do Brasil (*Conservation International - Brazil Programme)* 2) NG/1327 Instituto de Pesquisas Ecológicas, Brazil *(Institute for Ecological Research)* 3) NG/1221 Fundação o Boticário de Proteção à Natureza, Brazil *(Boticario Foundation for Nature Protection)*	https://portals.iucn.org/union/sites/union/files/doc/25725_apremavi.pdf
	9	Instituto EKOS Brasil *(EKOS Brazil Institute)*	Ekos Brasil	Brazil	http://www.ekosbrasil.org	NG	1) NG/1327 Instituto de Pesquisas Ecológicas, Brasil (*Institute for Ecological Research)* 2) NG/24686 World Wide Fund for Nature, Brasil	https://portals.iucn.org/union/sites/union/files/doc/25711_ekos.pdf

Members admitted by the 93rd Council

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	10	Fundación Mar Adentro *(Mar Adentro Foundation)*	FMA	Chile	http://www.fundacionmaradentro.cl	NG	1) NG/992 Sociedad Peruana de Derecho Ambiental, Peru *(Peruvian Society for Environmental Law)* 2) NG/25644 Así Conserva Chile *(Chilean Association of Conservation Initiatives on Private and Indigenous Lands)*	https://portals.iucn.org/union/sites/union/files/doc/25716_fma.pdf
	11	Federación Nativa del Río Madre De Dios y Afluentes *(Native Federation of the Madre de Dios River and Tributaries)*	FENAMAD	Peru	http://www.fenamad.com.pe	IP	1) IN/25493 Fondo Verde, Peru *(Green Fund)* 2) NG/992 Sociedad Peruana de Derecho Ambiental, Peru *(Peruvian Society for Environmental Law)*	https://portals.iucn.org/union/sites/union/files/doc/25726_fenamad.pdf
North America & the Caribbean	12	David Suzuki Foundation	n/a	Canada	http://www.davidsuzuki.org/	AF	1) NG/416 Nature Canada, Canada 2) ST/311 Parks Canada Agency - Agence Parcs Canada, Canada	https://portals.iucn.org/union/sites/union/files/doc/25670_dsf.pdf
South and East Asia	13	Lahore Waste Management Company	n/a	Pakistan	http://www.lwmc.com.pk	GA	1) NG/24027 Leadership for Environment and Development, Pakistan 2) NG/8456 South Asia Partnership, Pakistan	https://portals.iucn.org/union/sites/union/files/doc/25688_lwmc.pdf
	14	World Heritage Promotion Team of Korean Tidal Flats	KoTiF	Republic of Korea	http://www.ktidalflats-heritage.com	NG	1) GA/24860 Korea National Park Service, Republic of Korea 2) ST/790 Ministry of Environment, Republic of Korea	https://portals.iucn.org/union/sites/union/files/doc/25713_kotif.pdf
	15	Greenviet Biodiversity Conservation Centre	GREENVIET	Viet Nam	http://www.greenviet.org	NG	1) NG/1616 Central Institute for Natural Resources and Environment Studies, Viet Nam 2) NG/25381 Center for Environment and Community Research, Viet Nam	https://portals.iucn.org/union/sites/union/files/doc/25718_greenviet.pdf
East Europe, North and Central Asia	16	WWF - World Wide Fund for Nature, Danube-Carpathian Program Bulgaria	WWF - Bulgaria	Bulgaria	http://www.wwf.bg	NG	1) NG/1145 World Wide Fund for Nature, Greece 2) NG/25342 World Wide Fund for Nature, Hungary	https://portals.iucn.org/union/sites/union/files/doc/25714_wwf_bulgaria.pdf

IP *Indigenous Peoples' Organisations*

IN *International Non Governmental Organizations (applicants in this category are listed according to the country where their legal seat is located)*

GA *Government agencies*

NG *National Non Governmental Organisations*

9th Meeting of the IUCN Governance and Constituency Committee
19 November 2017, 08:30-18:00, Library, IUCN HQ, Gland

Report to Council

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/20; modifications to the report approved by Council are shown with track changes)

Members of the Governance and Constituency Committee: Chair: Jennifer Mohamed-Katerere, Deputy Chair: Jenny Gruenberger Pérez, Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Sixto J. Incháustegui, Ali Kaka, Tamar Pataridze, Líder Sucre, Youngbae Suh.

The SSC Executive Director, Bibiana Sucre, in office of the SSC Chair, attended the meeting.

Antonio Benjamin attended part of agenda item 2.1.1 (IFAW and other controversial applications).

Secretariat Focal Points: Enrique Lahmann, Global Director Union Development Group, Luc De Wever, Senior Governance Manager, Fleurange Gilmour, Membership Coordinator, Sarah Over, Communications Manager, Union Development Group.

Agenda Item/Content	Documents [1]
Meeting started at 08:30	GCC Agenda
2. Constituency issues: **2.2 Members' name or category changes** *(DEC)* The Secretariat has received a request from 4 Members to change their membership category. According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category. a) Cape Nature in South Africa from Government agency to Affiliate b) Israel Nature and Parks Authority in Israel from Affiliate to Government agency c) Kamehameha Schools in the USA from Affiliate to Indigenous Peoples' organisation d) Biosphere Expeditions in the United Kingdom from International NGO to National NGO In addition, two Member organisations have changed their legal name. It is the usual practice to inform GCC/Council of such changes.	C/93/GCC/2.2 Name/category changes
DRAFT COUNCIL DECISION The IUCN Council, on the recommendation of the Governance and Constituency Committee, 1. Approves the request from four current IUCN Members to change their membership category as follows: a) Cape Nature in South Africa from Government agency to Affiliate b) Israel Nature and Parks Authority in Israel from Affiliate to Government agency c) Kamehameha Schools in the USA from Affiliate to Indigenous Peoples' organisation d) Biosphere Expeditions in the United Kingdom from International NGO to National NGO 2. Takes note of the change of name of two current Member organisations, as follows:	

[1] All Council documents are listed in this column. They are accessible via a hyperlink as soon as they become available and posted in the Union Portal

Country	Previous name	New name
Australia	Department of Parks and Wildlife	**Department of Biodiversity, Conservation and Attractions**
Australia	Australian Network of Environmental Defender`s Offices Ltd.	**Environmental Defenders Offices of Australia**

2.3 Matters relating to International Non-Governmental NGOs (INGOs) *(DEC)*

C/93/GCC/2.3 International NGOs

The Secretariat requests the advice from the Governance and Constituency Committee with regards to :

- membership applications from International NGOs and
- International Non-Governmental Organisations (INGOs) Members and their participation in National and Regional Committees (issue raised by Jenny Gruenberger)

GCC discussed and agreed the following:

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

1) Agrees that Membership applications for International Non-Governmental Organisations (INGO) must be received from the organisation's Headquarters.
2) Agrees that, if admitted as an IUCN Member, the organisation will be registered in the country in which the Headquarters is based.
3) Requests the Secretariat to undertake a review of current INGOs and make the necessary changes to the membership data base.
4) Agrees that INGO Members of IUCN may participate in National/Regional Committees of the countries/regions in which they are present, as observers with speaking rights, where invited by the National/Regional Committee, but may only vote in the National/Regional Committee in which their Headquarters is located.

2.4 Update on the Membership Strategy *(DIS)*

No document

A survey has been sent to IUCN Members. Information gathered from replies will be collated and used as input for the Strategy.

GCC requests Secretariat to draft a proposal for the follow up to the survey and how to involve GCC in the next steps.

More information will be provided by the Chair in the GCC verbal report to Council.

2.5 Brainstorm on trends regarding Members being rescinded or withdrawing *(DIS/DEC)*

C/93/GCC/2.5 Members rescinded/withdrawn

This issue was initially raised by the Credentials Committee at the 2016 Congress. It was further addressed in 2017 by GCC members via e-mail correspondence. The 71st Bureau meeting in August 2017 concluded that a thorough analysis should be made of:

• the reasons why a majority of the Members on the rescission list do not settle their dues; and
• the measures that could be taken to encourage these organisation to settle their dues and to remain as Union Members. One suggestion made was to send special task forces to States and Agencies to persuade them to stay.

The Director General suggested seizing the opportunity of the discussion regarding the membership strategy and the value proposition to reflect on this issue. The Secretariat

has the information for some of the Members in the rescission list but not for all with regards to why they don't pay their membership dues. The Secretariat will act upon Bureau's request after the 2020 Congress. The Director General instructed Regional Directors to engage directly with State Members in the rescission list.

Figures on withdrawn Members were presented and means to retain them were discussed.

The GCC recommended the Director General to reconsider the 2018 budget to allow for support to Councillors to carry out their functions as required by the IUCN Statutes, including in relation to their fiduciary responsibilities, and ensure that such provision continues to be made in future budgets.

More information will be provided in the GCC report to Council plenary session.

1.5.1 Proposal to hold an electronic Members' vote to rescind Members' rights annually or biennially *(DEC)*

Currently the rescission process is carried out once every four years at the World Conservation Congress. As a result, an institution/organisation can remain as an IUCN Members for up to 8 years without paying its membership dues. To avoid this situation in the future Secretariat proposes the process be carried every two years (by e-vote and at Congress).

Currently 25 Members have asked for a Payment Plan to pay their outstanding dues. Secretariat asked for GCC endorsement of the process.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

~~1. Recommends the Director General to reconsider the 2018 budget to allow for support to Councillors to carry out their functions as required by the IUCN Statutes, including in relation to their fiduciary responsibilities, and ensure that such provision continues to be made in future budgets.~~

2. Recommends the Director General to identify opportunities to continue engag~~e~~ing Regional Councillors in high level events to enable them to more effectively engage in membership development.

3. Requests the Director General to ensure that the membership strategy aims specifically to recruit new Members from geographies where Members are currently under-represented. *(This paragraph became a separate Council decision C/93/12)*

4. Approves the proposal to hold an electronic Members vote to rescind Members' rights biennially, starting from 2018. During Congress years, the vote will take place at Congress.

5. Endorses the payment plan process for Members whose rights have been rescinded by the 2016 Congress and encourages the Secretariat to follow a similar process for future Congresses.

2.6 Brainstorm on membership dues *(DEC)*

Following the discussion on Members withdrawals and as per recommendations made by the 2016 Congress and by the 2012-2016 Council, GCC agreed by e-mail correspondence in 2017 to look into this in more depth and discuss how Members can be kept and address the financial issues they face. The Finance and Audit Committee at 2016 Congress also recommended reconsidering the dues for the newly created membership category of Indigenous peoples' organisations.

C/93/GCC/2.6 Membership dues

The current dues structure was presented and GCC was informed that an in depth analysis had been performed ahead of the 2016 Congress. GCC agreed to maintain the same structure (including for IPOs) for the 2021-2024 quadrennial.

GCC was also informed about a proposal to look into a new membership dues group for **zoos, aquaria, botanical gardens, universities and museums**.

Following a discussion, it was decided that further research needed to be made by Secretariat on this matter. Findings would be presented at the Council meeting in May 2018.

Payment issues that the Secretariat is facing with the difficulties to receive international money transfers from the Islamic Republic of Iran and the Democratic Peoples' Republic of Korea will be explained also.

DRAFT COUNCIL DECISION

The IUCN Council,

on the recommendation of the Governance and Constituency Committee,

1. Endorses the current methodology for the calculation of membership dues.
2. Requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the creation of a new dues group and present this at the 94th Council meeting in May 2018.
3. Takes note of the issues for receiving payments from the Islamic Republic of Iran and Democratic People's Republic of Korea.

2.7 National/Regional Committees

2.7.1 Update on / recognition of National/Regional Committees *(DEC)*

C/93/GCC/2.7.1 Recognition of NRC

The Benin National Committee submitted its complete application for Council recognition which has been reviewed by the Secretariat and the Secretariat finds that it complies with the requirements.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee, based on the assessment carried out by the Secretariat.

Approves the recognition of the Benin National Committee of IUCN Members.

2.7.1.1 Guidance on the establishment of Interregional Committees *(INF)*

C/93/GCC/2.7.1.1 IR Committees

The Governance and Constituency Committee were invited to discuss the issues presented in the document prepared by Councillors Hilde Eggermont and Jan Olov Westerberg on the establishment of an Inter-regional committee for West Europe, East Europe and Central Asia. The Councillors requested clarification on point 2 of Council decision C/69/54, specifically how abstentions should be dealt with.

DECISION
C/69/54
Council, on the recommendation of the Governance Task Force AGREED that, in order to give effect to Article 67 (b) of the Statute, any proposal to establish an Interregional Committee will need to demonstrate that:

1. **The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs;**
2. **The establishment of an Interregional Committee with this purpose is supported by more than 50% of the Membership in each of the regions concerned;**
3. **The proposed Statutes or By-laws or Rules of Procedure or other Constitutional documents are compatible with the requirements of IUCN's Statutes and Regulations.**

And that if Council was minded to permit the establishment of such a Committee, it required that:

4. **The Committee provides a written report every 2 years to the Director General and to Council on its work and achievements; and**
5. **Council reserves the right to modify or withdraw the mandate to the Committee if Council believes its continued existence does not serve the best interests of IUCN.**

GCC deferred their decision and would discuss the matter further in a conference call by the end of 2017 or in early 2018.

2.7.2 Revised bylaws from the South America Regional Committee and the Ecuador National Committee *(DEC)*

The Governance and Constituency Committee is requested to take note and inform Council of the revised Bylaws of the South America Regional Committee of IUCN Members and of the Bylaws of the Ecuador National Committee of IUCN Members.

C/93/GCC/2.7.2 Bylaws NRCs

The question of whether the participation, with voting rights, of Commissions within National/Regional Committees in South America was in line with the IUCN Statutes was raised. This is currently the case for the South America Regional Committee and the Ecuador National Committee, who have submitted their by-laws to Council´s attention. Some other National Committees in South America also give Commissions the same voting rights, as well as the Regional Committee for Mesoamerica. This has been the case for many years and the by-laws of these Committees were approved by Council when they requested recognition many years ago. The IUCN Legal Adviser was requested for advice. In summary, her opinion is that Commissions can be part of National or Regional Committees but not with a voting right (i.e. observer status only).

GCC were asked to consider the opinion of the Legal Advisor and whether the relevant Committees should be requested to change their by-laws. If GCC considered that Commissions could have a voting right in National and Regional Committees, an amendment to the Statutes must be proposed.

Discussion among the group led to the proposal that matter of Commission participation and voting in Committees should be further reviewed but that pending any decision, the Committees would be allowed to continue operating under their revised by-laws.

The GCC will discuss the matter online via the Union Portal and will report back during the 94th Council meeting.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

1. Takes note of the revised by-laws of the South America Regional Committee of IUCN and of the by-laws of the Ecuador National Committee of IUCN Members; and
2. Notes that the South America Regional Committee of IUCN and the Ecuador National

Committee will, for the time being, continue to operate under the revised Bylaws. 3. Requests the GCC to review the status and role, including the voting rights, of Commissions within the National and Regional Committees. _____ **2.7.3 Update from the Global Group on National/Regional Committee development** (WCC-2016-Res-002) *(INF)* The Global Group has provided the Secretariat with their second report and is asking Council to take note of it.	C/93/GCC/2.7.3 Update Global Group NRC
2.1.2 Revised membership application/review and due diligence process *(DEC)* During its conference call on 24 July, GCC discussed ways of strengthening the review of membership applications not meeting IUCN Statutory requirements, and how to improve the due diligence process. Amongst others, one of the proposals made considered was to add specific questions on sustainable use on the membership application form. It was also proposed to consult with Regional Councillors and National Committees for each new application. Due to time restrictions, GCC decided that this item would be discussed online via the Union Portal and by conference call.	C/93/GCC/2.1.2 Application/review process
2.1 Membership applications **Antonio Benjamin joined the meeting via Skype** 2.1.1 Consideration of 22 membership applications, including deferred applications from the International Fund for Animal Welfare (IFAW), David Suzuki Foundation, Tajijin and AITA Foundation *(DIS/DEC)* There were four items for discussion: 1. Fourteen (14) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations; 2. Three (3) membership applications, which received objections from IUCN Members - Association Etre Comme Les Autres (Be Like Others Association) – ECLA – **Annex II** - Coletivo Nacional de Pesca e Aquicultura (National Council for Fishing and Aquaculture) – CONEPE - **Annex III** - World Forum on Shooting Activities, WFSA – **Annex IV** 3. Two (2) membership applications which received no objections from IUCN Members but the Secretariat has some questions about their eligibility - Exploralis – **Annex V** - Fundación Luis Ernesto de Los Andes - **Annex VI** 4. Three (3) membership applications, which received objections from IUCN Members, which were considered by previous meetings of the Council/Bureau and for which the decision was deferred to the 93rd meeting of Council in November 2017.	C/93/GCC/2.1.1 Membership applications (incl. Annex I-II) Annex III Annex IV-VII Annex VIII Annex IX-X

- International Fund for Animal Welfare (IFAW), USA – Annex VIII
- Tajijin (AITA Foundation), China – Annex IX
- David Suzuki Foundation, Canada - Annex X

IFAW

Background information

- 24 July: Presentation on sustainable use by Rosie Cooney, Chair SULI, SCC and CEESP
- 1 November: Presentation on the ethical considerations of trophy hunting by Klaus Bosselman, of the University of Auckland and Chair of the WCEL Ethics Specialist Group. Michael 't Sas-Rolfes, conservation economist, who leads SULi's work on Ethics and Rosie Cooney also joined the call.
- Factsheet on Sustainable Use and Trophy Hunting produced by the IUCN Global Species Programme, in consultation with the SSC Steering Committee, the Chair of the Joint SSC and CEESP Sustainable Use and Livelihoods Specialist Group.
- Report "Compatibility of Trophy Hunting as a Form of Sustainable Use with IUCN's Objectives" produced by the WCEL Ethics Specialist Group.
- Comments to this report were provided by Simon Stuart, former SSC Chair and a response was also submitted by the SSC Sustainable Use and Livelihoods Specialist Group (with other groups engaged in sustainable use activities).
- A document "The ethics of trophy hunting" was also produced by Michael 't Sas-Rolfes and Rosie Cooney.

  All these documents/reports are available as **Annex VII of the Council document**.

There have been ongoing discussions for each of these controversial applications on the Union Portal.

GCC discussed all the applications and has the following recommendations for Council.

More information will be provided in the GCC report to Council in the plenary session:

DRAFT COUNCIL DECISION [2]

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Approves the admission of **14 organizations** and/or institutions applying for membership
Approves the admission of the **David Suzuki Foundation**, Canada;
Recommends the admission of the **International Fund for Animal Welfare** – IFAW, USA; and
Submits the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote by electronic vote.

Rejects the admission of:
Etre Comme Les Autres – ECLA, Burkina Faso on the basis that it is primarily an organisation concerned with social action and not conservation;
Coletivo Nacional de Pesca e Aquicultura – CONEPE, Brazil on the basis that there is no clear record of conservation action by the organisation;
World Forum on Shooting Activities, WFSA, Belgium on the basis that there is no clear record of conservation action by the organisation;
Fundación Luis Ernesto de los Andes, Bolivia on the basis that they are not a conservation organisation;

Defers the admission of **Exploralis**, Tunisia; and
Requests the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia.

[2] Note: the admission of the Lahore Waste Management Company, Pakistan, had been the object of a recommendation of the GCC approved at its telephone meeting of 1 November 2017.

Defers the admission of **Tajijin (AITA) Foundation**, China; and Requests the Secretariat to seek additional clarification from the China country office and the Asia Regional Office with respect to Article 7 of the IUCN Statutes;	
1. Governance issues **1.1 Amendments to the Statutes, Rules and Regulations resulting from the Bureau's working group** *(DIS/DEC)* This was discussed at the Bureau meeting on Saturday 18 November and presented to GCC. In May 2017, a working group of the Bureau was established to present a methodology and list of statutory and governance reforms to work on during this quadrennial. Recommendations made by the Bureau, with a timeline and process for elaborating concrete proposals, will be discussed in plenary later today under agenda item 4.	*No document*
1.2 Update on the implementation of Resolution WCC-2016-Res-003 – *Including regional governments in the structure of the Union (INF)* A conference call of the Pre-Working Group took place on 31 October to discuss this issue and a face to face meeting was held on 18 November. During the call a first draft for TORs was agreed and posted on the Union Portal for further development. A document regarding the requirements that will be needed in the composition of the Working Group has been posted on the Union Portal for input by the group. Following the meeting on 18 November, the PWG will continue to define the TORs and composition of the WG for electronic endorsement by GCC.	*Document to be posted soon*
1.3 External Review of IUCN's Governance *(INF)* By decision C/88/7, the Council approved the Management Response to the External Evaluation of Aspects of IUCN's Governance" (Final Report, Universalia, November 2015) GCC was required to: a. examine the status of the implementation of the Management Response to "External Evaluation of Aspects of IUCN's Governance" (Final Report, Universalia, November 2015) approved by Council in April 2016 (C/88/7) (**Annex 1** to the Council document); b. consider the commissioning of an external review of IUCN's governance to be delivered in time for a strategic discussion of Council at mid-term (i.e. October 2018) as required by decision C/88/7, and c. as appropriate, recommend to Council a process for the preparation of draft Terms of Reference and scope of the external review of IUCN's governance. **This item is still under discussion by GCC and a decision has been postponed.**	C/93/GCC/1.3 External review
3. World Conservation Congress **3.1 Update on the implementation of the Guidelines for Sponsored Delegates at the 2016 Congress** *(INF)* Due to time constraints, this item was deferred until the 94th Council meeting	*No document*
3.2 Revision of the motions process 2020 *(INF)*	C/93/GCC/3.2

The 2016 IUCN Congress Participant Survey Report showed a very positive experience by Members on the motions process. While the Resolutions Committee considered the revised 2016 Motions Process an extraordinary success, it makes a number of recommendations for reform to help make the process even more effective. GCC were invited to establish a working group to start the process of looking at improvements that can be made in time for the next WCC. Any proposals for decision and possible adjustments to be implemented at the next Congress need to be made by the end of 2018 and voted on by early 2019 at the latest. A working group was established with the following members: Masahiko Horie, Hilde Eggermont, Tamar Pataridze, Jennifer Mohamed-Katerere. At their first meeting, the group will decide on who will lead. Luc de Wever was invited, and accepted, to join the group. An invitation will also be extended to other Councillors.	Motions process
1.3. Update on the selection process of the host country *(INF)* The selection process was presented and an update given on current status. More information will be presented in the GCC report to Council in the plenary session**.** **DRAFT COUNCIL DECISION** Council, *on the recommendation of the Governance and Constituency Committee,* acknowledges with thanks the proposal by the government of France to welcome the IUCN World Conservation Congress 2020 in Marseille and looks forward to review the outcome of the technical and risk analysis of the proposal, the site inspection and the negotiations of the draft Hosting Agreement in order to take a decision at its next meeting in April/May 2018.	*No document*
4. GCC work plan and any other business *(INF)* Due to time constraints, this item was deferred to the 94th Council meeting.	
The Meeting closed at 19:00.	

93rd Meeting of IUCN Council – November 2017
Documents: https://portals.iucn.org/union/cont/documents/686/14630

Meeting of the Programme and Policy Committee of Council (PPC) Sunday 19th November 2017 – Gland (room: Red List A)

Meeting Report

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/20; modifications to the report approved by Council are shown with track changes)

Opening of the meeting

The PPC Chair, Jan Olov Westerberg, opened the meeting and welcomed everyone. He introduced the modalities of work and the agenda for the day. The PPC then approved the agenda as proposed including starting with agenda item 2 first in order to allow for all Commission Chairs to be present and then move to other Committees as required.

2. Commission Plans 2017-20 and Commission Annual Work Plans 2017 incl. progress report 2017 (Doc C/93/PPC/2rev) -DEC

Purpose of the item

The PPC was invited to note the revised planning and reporting process for Commissions resulting from the Strategic Planning and Reporting Framework approved by Council in 2016 (C/88/7); consider, in the presence of the Chairs of the Commissions, the summary of the main achievements reported by Commissions in 2017 as well as the main activities planned for 2018 in relation to the IUCN Programme Targets, presented in this document; noting that Commissions' workplans have been incorporated in the IUCN 2018 Work Plan and Budget (Council document C/93/6); recommending to Council the approval of the Commissions' 2018 workplans; and noting that the summary of the Commissions' annual work plans and the Council's approval of the annual IUCN Work Plan satisfy, respectively, the Commissions' reporting requirements under Article 77 of the Statutes and Regulation 78bis and the Commissions' planning requirements under Regulation 78bis.

Presentation

Nick Bertrand, Chief of Staff and Acting Head PM&E highlighted the challenges in preparing this document mentioning that this is work in progress and that the report only includes partial information about the work that the Commissions are doing. He highlighted the good collaboration with the Commission Chairs in moving forward with this progress report in spite of the challenges. Nick explained the methodology undertaken to prepare the document and highlighted that this is focused on evidence of progress. He provided short snapshots Commission by Commission to give everyone an idea of progress made.

Regarding the Species Survival Commission, specific highlights included the good joint work that the Commission carries out with the Global Species Programme and the leading role that the SSC has in IUCN Targets, T1 on the Red List species assessments and T9 on Conservation actions more broadly.

Turning to the World Commission on Protected Areas, highlights included plans around the Green List of Protected and Conserved Areas and work around defining and producing guidelines for Other Effective area-based Conservation Measures (OECMs), both issues to be featured strongly at the next meeting of the Conference of the Parties to the Convention on Biological Diversity (COP14, November, 2018). A number of governance assessments have been conducted in different regions involving many WCPA members and in 2018 additional assessments are to be carried out.

With regards to the Commission of Ecosystem Management, it was mentioned that CEM plays a leading role in IUCN Targets T2 on the Red List of Ecosystems, T23 on a Nature based Solutions Standard, T24 on enabling policy for Nature Based Solutions (NBS) where good progress has been made in developing

training tools like a recently launched MOOC, and on T29 on restoration.

With respect to the Commission on Environmental, Economic and Social Policy, it was reported that there is clear evidence of results for Targets 13 on the Natural Resource Governance Framework and tools; T 22 on NBS benefits and the People in Nature initiative (PiN) and T 25 on NBS incentives. The PiN work will continue in 2018 to test its methodology and refining it through pilots.

On the Commission on Education and Communication, CEC highlights included work around the Nature for All initiative which has successfully brought together a wide range of partners within and outside the Union.

Finally, it was emphasized that the World Commission on Environmental Law, WCEL, has been making good progress around Target 18 on the rule of law and harnessing collaboration across the Union including around developing and promoting the draft Global Pact for the Environment.

Discussion

Commission Chairs that took the floor highlighted that there is much more that could be reported on with respect to the work that Commissions are doing and some suggested exploring ways for Commissions to report to Council, even if informally, so as to really capture the breath and scope of the work they do. The Chair of SSC suggested looking at the possibility of reinstating the practice of having Commission Chairs reporting periodically (e.g.: biennially) to the plenary of Council on their activities. They also welcomed guidance on how to engage their volunteer networks more effectively into planning and budgeting, and in the development of the IUCN Quadrennial Programme so as to gain better buy-in and ownership.

Other members of PPC who took the floor welcomed the alignment between the workplans of Commissions and IUCN's in particular in terms of reporting against contributions to the SDGs and the Aichi Targets. Another member suggested carrying out an accountability exercise defining how much the Commissions' workplans really match the IUCN Work Plan and Targets and analysing the consequences, including in terms of budget allocation.

The Secretariat welcomed the comments and emphasized that this is a learning process and will keep improving for next time. Commission Chairs were invited to provide their views and feedback as this process moves forward.

Conclusion

DEC

The Programme and Policy Committee,

Having considered, in the presence of the Chairs of the Commissions, the summary of the main achievements reported by Commissions in 2017 as well as the main activities planned for 2018 in relation to the IUCN Programme Targets, as presented in the background document:

Takes note of the revised planning and reporting process for Commissions resulting from the Strategic Planning and Reporting Framework approved by Council in 2016 (C/88/7);

Notes that Commissions' workplans 2018 have been incorporated in the IUCN 2018 Work Plan and Budget (Council document C/93/6);

Also notes that, the summary of the Commissions' annual work plans and the Council's approval of the annual IUCN Work Plan satisfy, respectively, the Commissions' reporting requirements under Article 77 of the Statutes and Regulation 78bis and the Commissions' planning requirements under Regulation 78bis;

Acknowledges however that the progress report 2017 does not fully capture all the work that Commissions are undertaking; and

recommends the IUCN Council to

approve the Commissions' 2018 workplans.

1. IUCN Annual Report 2016 (implementation of the IUCN Programme by the Secretariat and the Commissions) Doc C/93/PPC/1 - INF

Purpose of the item

The Programme and Policy Committee is invited to consider the IUCN Annual Progress Report 2016 and provide guidance and direction as required.

Presentation

Nick Bertrand presented briefly on the implementation of the IUCN Programme and the Annual Report 2016 and started by mentioning that the report presented covered the last year of implementation of the IUCN Programme 2013-2016 and that the 22 programme priorities were the main mechanism for programme delivery and reporting. He also acknowledged that the IUCN World Conservation Congress 2016 under the theme *Planet at the Crossroads* had a clear role in setting the global conservation agenda and that the IUCN Programme 2017-2020 adopted then is clearly contributing to the broader conservation and sustainable development agenda. He stressed that this annual report is transitioning from anecdotal reporting to reporting based on verifiable and aggregated evidence through the Project Portal.

Nick explained how the document is organized stressing that the use of resources and fund-raising targets are included in the document but that it is early days to report on those issues. He highlighted that a new feature was introduced this time linking the project portfolio and a number of priority issues, including reporting against the Sustainable Development Goals and the Aichi Targets. Importantly, emphasis is provided to the "One Programme" engagement and to analysing how to better capture contributions across the board of the different IUCN constituents. Fulfilling this ambition implies tightening IUCN's tools and methodologies to work around impacts and also responses to aspirations of governments worldwide.

Discussion

Members of PPC congratulated the Secretariat for the report and for working towards demonstrating how IUCN contributes to the Aichi Targets and the SDGs implementation. They recognized the benefits of the approach taken and mentioned that it is a good step in the right direction.

The fact that IUCN is trying to move towards a wider scale programmatic funding (wholesale) and away from small scale project funding (retail) is welcome but there is recognition that this brings about challenges. The Secretariat clarified that these wider scale projects are to be developed under a common theory of change and in an interconnected way. This should actually enable more coherent and effective action. The Bonn Challenge was mentioned as an example which is already demonstrating this evolution.

Members of PPC also commented on the need for the presentation of the information to be looked and recommended working towards communicating it in an inspiring and telling way. Undoubtedly, the way in which we communicate IUCN's work needs to speak to an outside audience, including potential donors, and this might have budgetary implications.

Conclusion

The Programme and Policy Committee ***takes note*** of the IUCN Annual Progress Report 2016 and welcomes the efforts made to better report on the contributions of all IUCN constituents in a comprehensive and coherent way.

3. Draft 2018 IUCN Work Plan incl. progress report 2017 Doc C/93/6 – DIS/DEC

Purpose of the item

Council is invited to approve the IUCN 2018 Workplan and Budget on the proposal of the Director Gen-

eral taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

Presentation

Nick Bertrand presented the draft 2018 IUCN Work Plan including a progress report on 2017. He highlighted how moving to new tracking tools (i.e. the project portal) allows IUCN to better understand its project portfolio, in particular the general trends. He showcased a number of assessments made possible through this new tool, including an overview of the global distribution of our project portfolio by number of projects and budget, understanding how much of IUCN's project portfolio is funded by how many donors, as well as how the projects and budget map to international targets including the SDGs and Aichi Targets. He also stressed the importance of ensuring data quality and data governance.

Nick stressed that in 2017 the exercise tried to collect intersessional results for the 2017 work plan, while simultaneously developing the 2018 work plan. He mentioned that the Secretariat is cognizant that further work needs to be done, also concerning aligning to international data standards and that conversations are to be had around how to make this information available to the outside world in a systematic way.

Discussion

During the discussion on this agenda item, Councillors addressed elements currently missing in the work plan 2018, raised some questions of clarification and made suggestions of how the data could be presented in the future in order to better understand the details of the information provided.

In terms of issues currently not or not sufficiently covered in the work plan, Councillors raised education, health, the Polar regions and the inclusion of policy work in general. The biggest part of this discussion addressed the policy dimension of IUCN's work. Several Councillors considered IUCN's policy work and IUCN's role as a thought leader as being absent in the 2018 work plan. Reference was made particularly to the leadership role IUCN is taking in regards to the discussions of a post-2020 biodiversity framework. One Councillor stressed that the link between our projects and the global policy processes is missing.

Some Councillors suggested that this lack of inclusion of policy is due to the Work Plan being largely project based. A Councillor stressed that the policy work is an important activity of the Union that should be fully captured, also given that the Work Plan will reach Members, who have always wanted IUCN to assume a leadership role.

One Councillor however noted that policy, at least as a word, does seem to be well included in the document of the work plan (a word search of "policy" resulted in about 30 hits).

Nick Bertrand clarified that these policy issues are considered to be included, for example through IUCN Programme Target 6 (Implementation of commitments under MEAs). Cyrie Sendashonga, Global Director, Programme and Policy Group, also mentioned that policy aspects are well incorporated within the individual work plans of relevant units, but that more reference to high level policy topics could certainly be included in the overarching document if so requested by PPC.

Various Councillors supported that PPC should urge this to be included. One Councillor underlined that if we want to attract funding for being a thought leader and influencer, this dimension (including post-2020) needs to be in the 2018 Work Plan.

On the project portfolio topic, some questioned whether moving to fewer but larger projects, is the intended way forward. This direction was confirmed by the Secretariat. It was then suggested by a Councillor that the key metric should not be the number of projects, but their average value, as we want to grow as a Union.

Some Councillors also raised concerns and highlighted the risks of only trying to attract project funding, bearing in mind that we are a Membership Union.

Concerning the Section on "Closing Considerations" of the Work Plan 2018, one Councillor raised the need to better articulate the co-benefits of what we do linked to the broader SDGs framework (including health). He stressed that there also needs to be a way to ensure the specificities of this link is extracted from projects.

In relation to looking to future work plans, it was suggested that more detailed numbers be given on the trends in term of Member participation, in order to enable a One Union approach. A suggestion was also made that Figure 17 in Doc C/93/6 should be broken down into statutory regions. The Secretariat confirmed that the intention is to have more and better graphs in the future.

Throughout the discussion various Councillors expressed their appreciation of the Project Portal tool and the possibilities it opens.

The Chair noted the many good points being raised in the discussion and expressed a will to, together with secretariat, plan for the next physical meeting of the PPC in the way so that the procedure and protocol for the upcoming process towards the next programmatic period will be presented and discussed thus preparing the committee for the upcoming work towards a post-2020 setting.

Conclusion

DIS/DEC

The Council,

On the recommendation of the Programme and Policy Committee, ***approves*** the IUCN 2018 Work Plan and Budget taking into account the points discussed during the PPC meeting as captured in its report.

4. Annual update on evaluations –INF

Purpose of the item

PPC was provided with an update from the Secretariat on the annual evaluations.

Presentation

Julie Griffin on behalf of the Secretariat gave an update on evaluations. She referred to the IUCN Monitoring and Evaluation (M&E) Policy, last updated in 2015, and mentioned that the Secretariat's role is to facilitate evaluations and to promote the understanding of evaluations as useful and necessary for conservation. The Secretariat reports annually to the PPC about the evaluations, and the role of the PPC is to oversee the evaluation function and to approve the M&E Policy. It was mentioned that IUCN had in place several tools to ensure the implementation of the policy; the Project Guidelines and Standards, which explain best practices for managing all aspects of project cycle; and the Programme and Project Portal, which helps monitor the compliance to the M&E Policy.

The presentation summarized three main evaluations at IUCN:

- the project evaluations and strategic reviews;
- the External Review of IUCN, for which the Council is consulted on the ToR and may comment in response on recommendations related to governance. The next External Review of IUCN will take place in 2019; and
- the External Review of Aspects of IUCN's Governance, which was recommended to continue to be done every 4 years. The next one will happen in 2018.

Conclusion

INF

The Programme and Policy Committee ***welcomes*** the update provided by the Secretariat and stresses that evaluations are an important way for capacity building and get good analytical work done on the ground, and that this has resonated well with donors.

5. Specific Programme and Policy issues

5.1. Implementation of Resolution *WCC-2016-Res-001. Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions*: initial consideration of the process to retire obsolete IUCN Resolutions Doc

C/93/PPC/5.1- INF

Purpose of the item

The PPC is invited to consider and discuss the proposed step-wise process to implement WCC-2016-Res-001 to identify and archive obsolete Resolutions and Recommendations.

Presentation

Maximillian Mueller on behalf of the Secretariat briefly reported on the progress made in 2017 on the process of archiving obsolete Resolutions and Recommendations, mandated by the Hawaii Congress, as well as proposing a step-wise process to continue with the archiving. He recalled that at the present moment, there are 1305 Resolutions and Recommendations in the database.

He also referred to the criteria that had been suggested by the Resolutions Task Force that operated under the previous Council term 2012-2016. He mentioned that up to date 1/3 of Resolutions and Recommendations have been preliminarily assessed using those criteria as a way of testing them. A number of assumptions have emerged, in particular the need to ensure objective application of the criteria, focusing on Resolutions no longer needing implementation, rather than the impact or outcome of implementation. The exercise will result in the creation of two categories, namely: Resolutions still requiring implementation, and Resolutions no longer requiring implementation.

Resolution 001 from Hawaii mandated the Council to make the Resolutions' archives accessible. The archives will be published and made available to Members in early 2019, to inform the WCC 2020 motions process. The Secretariat is also continuing to work on the IT side of things, especially on how to make these archives available. This will be presented at future Council meetings.

Discussion

The PPC discussed when the right moment would be to involve Members in the resolutions archiving process and whether the original sponsors of the motions should be contacted. It was agreed that in order to make the process as objective and depoliticised as possible, contacting the original sponsors was not a desirable step and also very draining on resources. It was further agreed that Members would be introduced to the process through the publishing of the archives. This would give them a possibility to, if so was desirable, make a new motion in advance of WCC2020. Regarding the involvement of Council in the spirit of Resolution 001 which referred to a "Working Group of Council or equivalent", the PPC recommended the establishment **in due course** of a Task Force under PPC but with representatives from all the other Standing Committees.

Conclusion

INF

The Programme and Policy Committee ***recommends*** the establishment of a Task Force in PPC to continue the work called for under Resolution *WCC-2016-Res-001,* and Members from the other Committees (FAC, GCC) will be invited to participate.

5.2. Consideration of a Green List Standard Doc C/93/PPC/5.2 – DIS/DEC

Purpose of the item

Council is invited to approve the IUCN Green List of Protected and Conserved Areas Standard Version 1.1 to enable its global implementation by the Union, led by the IUCN Secretariat's Global Protected Areas Programme and the IUCN World Commission on Protected Areas.

Presentation

Jane Smart, Global Director, Biodiversity Conservation Group, and Trevor Sandwith, Director, Global Protected Areas Programme, jointly presented on the IUCN Green List Standard. They presented the background and substantive content of the IUCN Green List, acknowledging the critical role played by WCPA and the Global Protected Areas Programme in the development of the IUCN Green List. The IUCN Green List Mission was recalled as well as its history and development from its initial conception by the WCPA in 2008 to the evolution of the IUCN Green List Standard from version 0.1 (2012) to ver-

sion 0.3 (2015) leading to the release of the IUCN Green List Standard at the IUCN World Conservation Congress in Hawai'i (version 1.0). This was adopted through a Resolution which called for the development of objective criteria for 'Green Listing'. It thereafter received recognition under the 2016 CBD COP Decision XIII/2 where Parties agreed to promote the standard.

The 3 key elements of the Green List were noted, namely Good Governance, Sound Planning & Design and Effective Management which all contain the key objective of achieving Conservation Outcomes. It was also noted that the IUCN Green List Standard is externally reviewed by international and independent reviewer ISEAL and it was under their review and in accordance with their ISEAL procedures that the IUCN Green List provisional Standard was developed.

Discussion

The PPC noted the importance for the Green List governance structure to be politically neutral. Jane Smart pointed out that the governance structure of the 4 entities of the Green List governance (the Green List Committee, the Green List Standards Committee, the Green List Management Committee and the Green List Operations Team) is constructed in a way to allow for regional representation, for wide expertise, for transparency and to ensure that the Green List remains free from political interference.

The PPC also considered the critical importance of the independent assurance provider and welcomed the intervention of ISEAL.

The PPC commended and welcomed the IUCN Green List as a knowledge product for the IUCN in particular for the various Commissions of the IUCN and made a suggestion that the IUCN Green List management committee link more effectively to members of the six Commissions of IUCN.

The PPC cautioned that the overall objective of the IUCN Green List would be to achieve conservation outcomes and that consideration should be given to linking the 3 key elements of the IUCN Green List to the specific conservation outcomes in a structured and formal way. It was agreed that the key elements of the IUCN Green List will be successful when they are context specific.

The PPC also raised a concern that community conservation areas and those lands that are collectively owned, namely tribal lands would be negatively impacted by the IUCN Green List. Trevor Sandwith clarified that the IUCN Green List has been designed to be applied to both Protected and Other Conserved Areas (i.e. ICCAs) using Free, Prior and Informed Consent in cases where that is appropriate. He said that, in fact, the IUCN Green List provides a means for such autonomous communities' conserved areas to gain recognition through the IUCN process.

Conclusion

DIS/DEC

The Council,

On the recommendation of the Programme and Policy Committee, ***approves*** the IUCN Green List of Protected and Conserved Areas Standard Version 1.1 to enable its global implementation by the Union, led by the IUCN Global Protected Areas Programme and the IUCN World Commission on Protected Areas.

5.3.Update on developments regarding the post Post-2020 Biodiversity Framework discussions (*cf- WCC-2016-Res-096 – Safeguarding space for nature and security our future: developing a post-2020 strategy and Decision* CBD/COP/13/1) – INF

Purpose of the item: The PPC was provided with an update from the Secretariat regarding ongoing activities around IUCN's evolving position on the post-2020 biodiversity framework as a follow-up to Resolution 096 of Hawai'i.

Presentation

Jane Smart presented on IUCN's initial position on the post-2020 global biodiversity framework. She highlighted IUCN's key role not only in developing the Convention on Biological Diversity from its inception but also in influencing the negotiations that lead to the adoption of the Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets in 2010. She outlined IUCN's initial thinking as presented in the submission IUCN made to the CBD Secretariat with views on the process going ahead to post-2020. Importantly, IUCN has stressed the need to keep efforts in implementing the current set of Aichi Targets as we start thinking about the next framework. Regarding the post-2020 framework, IUCN has emphasized the need to work within the global framework already provided by the SDGs, stressing on the need to connect the Vision for 2050 and the Mission for 2030, analysing what might be missing within the current biodiversity framework, and the need to look for increasing synergies across the Rio Conventions, the other biodiversity-related conventions and other relevant agreements and processes. She also mentioned the great opportunity provided by IUCN's Congress in 2020 to shape the discussions and influence the adoption of the next global biodiversity framework post-2020.

Discussion

Members of PPC welcomed the ongoing efforts around this issue and stressed the great opportunity that this process provides for IUCN to lead the way towards the adoption of a strong global framework for biodiversity conservation post-Aichi Targets and in alignment with the SDGs. PPC also stressed on using the internal IUCN consultation process in preparation for the next WCC to influence the process and consult IUCN Members widely.

A member of PPC encouraged PPC to think whether IUCN should be working towards aligning the various frameworks, initiatives and commitments (e.g. Aichi Targets, SDGs, Paris Agreement) or staying within their boundaries.

PPC members suggested looking at ways in which the Committee can be more actively engaged in this process as it moves forward (including engaging in the development of IUCN position papers), supporting the Secretariat and recommended making this a recurrent item in the agenda of PPC until 2020.

The Chair of CEM suggested exploring the possibility of developing an IUCN integrated product looking at scenarios for biodiversity for the future especially in the context of climate change, and capitalizing on existing IUCN knowledge products. She added that this could be a welcomed contribution from IUCN to the negotiations on this issue.

Members of the Committee also reflected on whether it would be useful to have a Task Force from PPC to work on this issue together with the Secretariat.

Conclusion

INF

The programme and Policy Committee **requests** to keep this item as a standing item on the agenda of PPC and to hear updates on progress made at each PPC meeting up until 2020. The PPC **also requests** to discuss further at its next meeting the possible need for a Task Force to be formed.

6. Follow-up on assignments

All the following updates were provided as information.

6.1. WCC-2016-Res-018. *Toward and IUCN standard classification of the impact of invasive alien species* (IUCN Environmental Impact Classification for Alien Taxa)

Jane Smart briefly presented the policy framework on Invasive Alien Species (Aichi target 9 and SDG target 15.8) and mentioned an initial request was made to IUCN by the CBD to develop a standard classification of the impact of invasive alien species. Resolution WCC-2016-Res-018 asks for the development of such a standard, namely, the IUCN Environmental Impact Classification for Alien Taxa (EICAT). Development of the EICAT has been underway and it will eventually be integrated in the Invasive Alien

Species Database. The Secretariat carried out a consultation with Members to received feedback on the direction chosen for EICAT and received overwhelming support for the planned direction.

In order to involve Council, Jane Smart suggested that the final EICAT would be ready to be submitted to Council for adoption in mid-late 2018.

6.2. WCC-2016-Res-030. *Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities* (ICCA) *overlapped by protected areas*

Trevor Sandwith provided an overview of the objective of the Resolution which is the recognition and respect of the territories and areas conserved by indigenous peoples and local communities (ICCA) that are overlapped by protected areas. It was underlined that conventional Government-designated and private protected areas often overlap with ICCAs without any appropriate recognition or respect for them.

Trevor noted that the key issue in the discussion of this Resolution is the role that the PPC can play. This Resolution, he suggested, is only effectively implemented through an omnibus approach via a myriad of actors, namely through the IUCN Director General, the Council, the Commissions and the Members, together with the ICCA Consortium and relevant partners, and via a number of varying approaches, such as policy outreach, the encouragement of IUCN members to implement the Resolution through different means, for example via the Whakatane mechanism, the implementation of Free, Prior and Informed Consent in ICCA recognition, amongst others.

It was noted by that the role of the PPC in this respect is to concern itself with whether or not there is an effective coordinated approach towards achieving the Resolution through its reporting. It was suggested that the PPC and the IUCN Council should be regularly updated on the progress on this item.

6.3. WCC-2016-Res-045. *Protection of primary forests, including intact forest landscapes* (Policy statement on the importance of the conservation of primary forests)

Stewart Maginnis, Global Director, Nature Based Solutions Group, made a brief update on progress made under Resolution 045. He mentioned the development of the TORs for a new Working Group, reflecting the content of the resolution and ensuring Commission engagement as well as work with indigenous peoples. The next steps would be to contact nominated members to this group, agree on a Chair and convene the first meeting of the group. Council involvement would be important for reading and possibly validating the IUCN Policy on Primary Forests to be proposed for the Council in 2019 or 2020.

6.4. WCC-2016-Res-075. *Affirmation of the role of indigenous cultures in global conservation efforts*

Kristen Walker, Chair of CEESP, gave an update on the affirmation of the role of indigenous cultures in global conservation efforts. Resolution 075 invites the Director General and Council to acknowledge the value of indigenous peoples' (IP) and local communities' approaches and knowledge systems in helping to address the challenges facing our global ecosystems. It also invites the Council to acknowledge and respect indigenous values that build appreciation and responsibility for care of natural resources. The presentation focused on how the Union was moving forward on this Resolution. Amongst others, an Indigenous Peoples' Standard (ESMS) has been put in place, regular reporting on IP issues (including to the PPC) has happened over the past years and there has been a growth in IPO (Indigenous Peoples' Organisations) membership. The importance of providing indigenous issues leadership within the Secretariat was stressed and a few ways forward for the Council were put forward, such as the need to give regular updates to the PPC for recognition of work on this area, the need to ensure IUCN annual work plans and evaluations integrate these issues, and the need to continue to recruit new Indigenous Peoples' Organisations members.

The Programme and Policy Committee reiterated the decision taken at its last meeting (Council 92) to designate Kristen Walker as the focal point for this Resolution and to have regular updates on this Resolution at PPC meetings.

6.5. WCC-2016-Res-086. *Development of an IUCN policy on biodiversity conservation and synthetic biology*

Cyrie Sendashonga, Global Director, Programme and Policy Group, speaking on behalf of Tom Brooks, made a brief update on progress made in the implementation of this Resolution. She recalled the main asks in the Resolution's operative paragraphs including calling upon the Director General and Commissions to undertake an assessment, to be completed by 2020, drawing on relevant resources and expertise within and outside IUCN, to examine the organisms, components and products resulting from synthetic biology techniques and the impacts of their production and use; requesting the Director General and Commissions to seek the necessary support and resources, including technical support and capacity building, for the assessment to be undertaken; and calling upon Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to synthetic biology.

Based on this mandate, the Secretariat and Commissions, especially SSC, have already started engaging in numerous activities and relevant processes including those under the Convention on Biological Diversity and its Protocols. The steering group has also engaged in various funding raising initiatives. She mentioned that recently, a project proposal was presented to Switzerland and got positive feedback. Initial funding should support early work towards carrying out the assessments called for in the Resolution and towards the development of an IUCN Policy on synthetic biology.

She concluded by saying that the greater involvement of Council is anticipated to take place after the completion of the assessments and review process which will inform the drafting of a Council-sponsored motion for consideration by the WCC 2020.

6.6. DEC C/92/8 annex 7 PPC Report p.5 Relationships between healthy ecosystem and human health and health dimension in the work of IUCN

Peter Cochrane presented on the relationships between healthy ecosystems and human health and the health dimension in the work of IUCN. He recalled that the Decision referred to (DEC C/92/8 annex 7) calls on the Director General to work in collaboration with the World Health Organisation to advance the value of nature for health and wellbeing of people and bringing together all parts of Union to develop the connections between healthy ecosystems and health and well-being. A reference was also made to SDG3 and the dimensions between biodiversity and health.

He also noted the existing relationship in the IUCN-OIE MOU (One Health) and gave a number of examples from the Secretariat to illustrate the strengthening of this nexus across the entire spectrum of IUCN work including with species, protected areas, ecosystems and communities. He noted the critical intervention and messages made at the 15th World Congress on Public Health, held in March 2017 and which called for improved cross-sector collaboration and increased investment in environmental and public health to reduce future medical costs.

Various other examples were put forward as examples of efforts being made to strengthen the links between biodiversity and health, including the Inter-Agency Liaison Group working under the auspices of CBD and WHO, the HLPF 2017 and IUCN position paper prepared for this session which contains a section devoted to SDG3, the IUCN Brochure on the SDGs and the IUCN Annual Progress Report on the SDGs and their implementation. The work of five of the six Commissions were noted (with the exception of WCEL although it was noted that opportunities existed for work to begin). It was overall noted that more integrative work was needed across the Union to further integrate the links between biodiversity, ecosystem health and human health.

6.7. DEC C/92/8 annex 7 PPC Report p. 7 regarding Council focal persons

The Chair informed the committee about the ongoing work on governance developments which has been underway in a working group with the chair of the GCC, the chair of the WCEL, the legal adviser and Luc de Weaver. This work is underway, and the issue about a more generic formulation of the regulation 45bis is being discussed in this group.

However, the current writing in reg 45bis stands, and has a solid background in a congress resolution. The regulation stipulates that council should make the decision.

PPC recommended the designation of Peter Cochrane as the Oceans focal point and tasked him with the development of TORs for the position.

DEC

The Council,

On the recommendation of the Programme and Policy Committee, ***appoints*** Peter Cochrane as the IUCN Council Focal Point and tasks him with the development of draft terms of reference for the position for decision by PPC.

7. Report from Task Forces established by the PPC- INF

Purpose of the item

Under this agenda item, PPC heard updates from the Chairs of the relevant Task Forces and progress in advancing on this work.

Climate Change TF

Angela Andrade, Chair of CEM and Chair of the Climate Change Task Force, briefly reported on the work and progress made by the climate change Task Force, its objectives and main functions. The objectives of the CCTF include, inter alia, to provide strategic oversight and advice on the IUCN climate change portfolio and to encourage IUCN Members to strengthen efforts towards implementing the Paris Agreement, in particular linked to NBS and EbA. Angela mentioned that the CCTF will meet the day after tomorrow.

PPC members welcomed the work being carried out under the CCTF and encouraged its continuation.

Urban Task Force, including progress with implementation of WCC-2016-Res-029 – Incorporating urban dimensions of conservation into the work of IUCN

Johnny Hughes, the chair of the Urban Task Force (UTF), presented the report of the UTF meeting, which focused on the TORs of the UTF, its role vis-à-vis the Urban Alliance, the future mandate and chair of the Urban Alliance and the need for additional resources to carry out this work, noting that a funding bid had been presented to a donor already. The chair of the UTF also presented the draft vision and goals of the Urban Alliance and suggested PPC to forward it to Council for endorsement. (See hereafter Annex 1)

The discussion addressed the difference/relationship between the UTF and the Urban Alliance, who is to establish the Urban Alliance and the possible funding sources for its initial meeting. Concerning the first point, the Chair of UTF stressed that while the UTF is a Council task force, the Urban Alliance will go beyond the Council and will include Members and Commissions Members, bearing in mind a regional balance. The Urban Alliance is a programme of work, which may result in projects and a knowledge product. One councillor, a member of UTF, stressed that the UTF is to establish the Urban Alliance (time component of UTF) and monitor and oversee its work (not limited in time). It was discussed that depending on how the Urban Alliance might take off, the UTF could cease to exist beyond 2020. As the UTF is recommending its chair, Johnny Hughes, to become the chair of the Urban Alliance steering group, Johnny mentioned that once the Urban Alliance becomes active, he would hand over the chairmanship of the UTF.

In answer to a question of whether a task force can set up such an Urban Alliance, it was confirmed that the Urban Alliance is to be created by Council, as mentioned in Resolution 029.

The last point of the discussion revolved around the possibility of making available a budget for the first meeting of the Urban Alliance. The Chair of PPC mentioned that he does not think that framework money will be made available for this at the current moment in time. The Chair of the UTC made the case for making available funding. The Chair of PPC mentioned that providing a budget would be outside the mandate of the PPC and would have to be recommended to the FAC. Rather than making a formal recommendation to the FAC to make available funding for such an initial meeting especially noting that no formal figure was provided for the costs of the meeting, it was agreed to make the inaugural meeting "subject to the availability of funding"

DEC
The Council,

On the recommendation of the Programme and Policy Committee,

- ***approves*** the establishment of the IUCN Urban Alliance and the appointment of Jonathan Hughes as Chair of the Urban Alliance;
- ***endorses*** the vision and goals for the Urban Alliance as prepared by the Urban Task Force; and
- ***requests*** the Urban Task Force, in line with its Terms of Reference, to select members of the Urban Alliance Steering Group and to organize the inaugural meeting in early 2018 subject to availability of funding.

Private Sector Task Force

Johnny Hughes, as Chair of the Private Sector Task Force, reported back from its first meeting. He mentioned that the meetings main purpose was about information sharing and bringing the new Members of the PSTF up to speed. Much has been accomplished regarding IUCN engagement on private sector issues in the past, said the PSTF Chair, and there is a need to build on what has happened in the past and be more proactive in reaching out to the private sector. BBPs business lines were welcomed by the PSTF but it stressed that this should better integrate social and community issues.

The PSTF further asked the Secretariat to build upon the elements contained in the presentation delivered during the PSTF meeting and prepare a strategic plan on this topic, also linking to other issues.

During the discussion Councillors addressed the lack of Gender balance on the task force and the need to ensure that processes to develop ISTAPs are participatory.

Currently there is only one woman represented on the PSTF and there should be considerations on how to ensure better gender balance in the future. A member of PSTF underlined again, that it is important that in our work with the private sector IUCN does not only integrate the environmental elements, but also include people and community issues, and communicate this better. The Chair of CEM mentioned that there is now also a group within CEM on business and ecosystem management issues and that they should be included in these deliberations.

One Councillor referred to the process of setting up the Rio Doce ISTAP and mentioned that it is of utmost importance that this fully involves Members. The Secretariat provided some additional insights into how this was set-up and underlined that it was a fully participatory approach.

The Chair of PPC concluded by highlighting his intention to bring the issue of ensuring gender balance in general up in the Council meeting

5.4. Draft Global Pact for the Environment- INF

Denise Antolini, Deputy Chair WCEL, made a brief presentation on the Global Pact for the Environment. She portrayed the Pact as a step forward in advancing soft law for environmental conservation, solidifying environmental rule of law and supporting the achievement of the SDGs. She recalled that the Chair of WCEL and the IUCN President have been really involved in the development, dissemination and outreach of the Global Pact and highlighted that those efforts will continue given the strong support it has received by the government of France.

The IUCN President, Xinsheng Zhang, joined the meeting and said a few words about the relevance of the Global Pact at the current juncture. He alluded to the fact that the time is now right to keep on working with the government of France to move this effort forward. IUCN has been supportive of this ambitious Global Pact and should continue to do so and lead the way towards its adoption at the highest political levels. He added that this is also a demonstration of all “pillars” of IUCN working together.

Alejandro Iza, Head, Environmental Law Centre, was invited to say a few words. He emphasized that during the UNFCCC COP23 an event was organized by the French Government on this issue and a take home message is the need to engage civil society together with governments in this process.

A proposed motion for PPC/Council to adopt was presented by the WCEL Vice-Chair. It proposed:

- "*Welcoming the initiative to draft the Global Pact for the Environment;*
- *Thanking IUCN WCEL for having launched work on such an international agreement through studies for the Draft International Covenant on Environment and Development and the Earth Charter prepared by WCEL, the International Council of Environmental Law (ICEL), and Partners;*
- *Thanking the President of IUCN, the IUCN Director General and Secretariat, the Chair of WCEL, and the many WCEL Members for their participation in the drafting of the Global Pact for the Environment; and*
- *Requesting IUCN's Permanent Observer Mission to the UN and WCEL to engage with the Permanent Representative of France to the UN to consult with IUCN Member States regarding the proposed Global Pact for the Environment*."

PPC members welcomed the initiative and commended the intention behind it. Some Councillors asked for clarification about the last bullet point as it seemed odd to call on a particular unit of IUCN's Secretariat to carry out this work in conjunction with the Commission.

Cyrie Sendashonga clarified that indeed any requirement for the work to be carried out by a unit of the Secretariat has to be addressed to the Director General.as a matter of principle.

A Councillor suggested to remove bullet points 2 and 3 which pertain to thanking various actors and rather reflect the thanks in the report of the meeting. Another Councillor also suggested focusing the Council decision on welcoming the Global Pact and requesting IUCN to work towards moving it forward.

Recalling a recent report by the Director General where she mentioned IUCN could act as a neutral platform to keep the discussions around the Global Pact ongoing, PPC suggested working on language to focus on IUCN's convening power to encourage discussions around the Pact and agreed to move forward the motion with these modifications.

The text of the revised motion after consulting with the Chair and Vice Chair of WCEL is as follows:

DEC

The Council,

On the recommendation of the Programme and Policy Committee:

Welcomes the initiative of a Global Pact for the Environment which recognizes and builds on the leadership of IUCN in promoting the environmental rule of law, including the World Charter for Nature (1982), which celebrated its 35th anniversary on 28 October 2017; and

Requests WCEL to continue its work to contribute to the drafting and development of~~on promoting~~ the Global Pact, and asks the Director General to use IUCN's convening power to provide a platform in order to facilitate discussion.

8. Other issues announced in advance

8.1. Update on the development of a strategic vision for the future of agriculture and food systems – INF

Purpose of the item

The Secretariat provided an update on the development of a strategic vision on agriculture.

Presentation

Recalling the Terms of Reference for Scoping of IUCN's Strategic Vision for Agriculture and Biodiversity presented by the IUCN Secretariat to PPC at its 88th Meeting in April 2016, Stewart Maginnis provided the context for the development of this work and what had been done so far. He recalled that the scoping called for: a) Situation analysis; b) Review of IUCN's Resolutions; c) Mapping of IUCN's expertise & activities; and d) Roadmap for Strategic Vision.

He mentioned that the review of resolutions clustered Resolutions as follows:

1. Enable nature-based solutions through sound management of ecosystems
2. Protect KBAs and wildlife corridors
3. Restore key ecosystems, in particular degraded lands and soils
4. Safeguard crop wild relatives and crop wild resources
5. Generate and increase knowledge on impacts and agriculture & relationships between agriculture and biodiversity
6. Advocate for conducive regulatory and policy frameworks

He mentioned that the review had highlighted gaps in terms of pollinators or industrial scale livestock farming. In terms of IUCN's developing niche on this issue, it was mentioned that IUCN is looking at working with agriculture to reduce impacts on biodiversity (biodiversity assessment and knowledge and valuing biodiversity in business and biodiversity net gain); working with agriculture to advance nature-based solutions within integrated landscape approaches (soil biodiversity and land productivity (and its links to climate change); Land degradation neutrality; Forest Landscape Restoration; Water governance and natural infrastructure); and working with agriculture on rights and governance of land management (Natural Resource Governance Framework and People in Nature and gender equality and Rights-based Approaches).

He recognized that resources are constrained and thus IUCN is compelled to build on what we already have. That said, the identification and establishment of programmatic business lines has already enabled a sharper articulation of current critical mass and IUCN has joined the French-led **4 per 1000 Initiative** (launched at UNFCCC- COP 22 in Marrakesh) and is implementing a GEF Land Degradation Neutrality (LDN) voluntary target setting project.

He concluded by saying that there is a sufficient programmatic basis to provide relevant entry points for IUCN to work on this issue; building on the exercise that is now concluding for climate change which draws from the business lines to pull together a coherent and coordinated institutional (cross thematic) strategy; and increasing some capacity in EMP to work with other programmes to support a more coherent approach on agriculture.

Discussion

The Chair of CEC stressed the importance of linking up work on this issue to discussions on the post-2020 global biodiversity framework. Others mentioned the need for IUCN to focus on food systems more widely and not only the land-use perspective. This is an agenda that is gaining interest with potential funders and so it is a question of framing this work and occupying this space more confidently.

8.2. Any other matter of relevance

Cyrie Sendashonga informed PPC that at the next Council meeting (Council 94), Lorena Aguilar, Senior Advisor, Global Gender Programme, will provide an update on the Gender Policy and the PPC will be invited to approve the updated policy. Jonny Hughes proposed to have an update on the progress made in the implementation of the Resolution on Natural Capital WCC-2016-Res-058) at the next PPC meeting.

The PPC Chair congratulated everyone for their participation today and flagged the possibility to have a Skype meeting before the next face-to-face meeting which is scheduled at the end of April 2018.

The meeting was adjourned at 18:00.

Annex 1

Extract from the draft minutes of the 1st Meeting of the IUCN Council Urban Task Force, Saturday 18th November 2017:

IUCN Urban Alliance vision and goals as agreed by Urban Task Force 18/11/2017:

Vision: Nature is thriving in and around urban areas across the world and provides solutions to multiple environmental, social and economic challenges.

Goals:

1. Convening – To provide a global platform for debate and action on the value of nature-based solutions in and around urban areas
2. Innovating – To foster innovative projects in urban areas that lead to measurable impact for nature and people
3. Measuring – To develop a global knowledge product on urban ecosystem health indicators

93rd Meeting of the IUCN Council, 19-21 November 2017

FINANCE and AUDIT COMMITTEE (FAC)

Meeting of Sunday 19 November 2017

Report to Council

(Approved by the IUCN Council, 93rd Meeting, November 2017, decision C/93/20; this report must be read in conjunction with the PowerPoint presentation presented by the Chair of FAC to Council as "PART II" of the FAC report to Council of which a copy is attached hereafter; modifications to the present report approved by Council are shown with track changes)

FAC/1	**Approval of the agenda** The FAC approved the agenda as presented with insertions of additional points in some items.	INF
FAC/2	**Financial results to date and forecast 2017** *Purpose and background* The CFO presented the 2017 October financial results and the 2017 Forecast in order to update FAC on the latest financial situation. The result at the end of October 2017 was an operating surplus of CHF 0.1m and a total deficit of CHF 0.1 million after taking into account exceptional items (redundancy costs). The 2017 forecast shows an improvement over the 2017 budget. The 2017 approved budget deficit was CHF 2 million. The total 2017 deficit is not expected to exceed CHF 1 million. At the end of October 2017, actual project expenditure was at 60% of budget and in line with 2016 actual project expenditures. Although project expenditures in the last months of the year are expected to be higher as implementing partners and grantees report back their costs to IUCN, it is unlikely the project expenditure budget will be achieved. *Summary of the discussion* The FAC commended the Secretariat on the overall result at the end of October and the forecast for the year, noting that it was significantly better than budget. FAC members raised the concern regarding the reputational risk to IUCN as projects lag in implementation. The Secretariat responded saying one reason for the delay was the challenge related to working with partners as we are	INF

	dependent on them for implementation. It is necessary to have in place measures for monitoring and financial control and in some cases it is necessary to develop partner capacity for implementation. The FAC was also concerned that delays in implementation could have a knock on effect to our core budget as this was partly funded by indirect cost recovery. The CFO concurred that this was an issue and that it was being closely monitored and follow up action was undertaken with those programmes and regions where implementation levels were low. The FAC asked the Secretariat to work on a deeper analysis of the main causes of project implementation delays, including analysis by region and programme, and comparisons with previous years. *Conclusion* The FAC *TOOK NOTE* of the results to end October and the forecast for 2017.	
FAC/3	**Resource mobilisation update** *Purpose and background* The Director of the Strategic Partnerships Unit a.i. presented a report on resource mobilisation. All framework agreements had been renewed for 2017 with the exception of Finland which will be signed in December. France, Korea and Sweden had signed four year agreements. Finland and USA normally sign annual agreements. An agreement with Switzerland for the years 2018-20 is being finalised. A new agreement with Norway will be negotiated for the years 2018-20 following the results of the evaluation conducted by Norad. Other potential framework partnerships are being pursued, eg Canada. IUCN restricted income continues to grow. The main donors are now European Commission (EC), Germany, Sweden, Mava, USAID and SDC. From 2018 onwards, significant increases in multilateral funding from the Global Environment Facility (GEF) and the Green Climate Fund (GCF) are projected. The Patrons of Nature programme is growing. Four new Patrons of Nature have been engaged in 2017, providing additional unrestricted funds. Other initiatives include a bequest programme which is being developed and the IUCN online donation button which has been reactivated.	INF

	Summary of the discussion The Director of Strategic Partnership requested Council's help with identifying and bringing on board new framework partners. The FAC concurred, noting that Council members have a good understanding of IUCN's work and presence in the countries concerned. The FAC asked about the proposal development process and success rate with project proposal submissions. The Secretariat indicated that the proposals are developed by the regional and global programme often in conjunction with partners. It takes one to two years to conclude a successful project negotiation. IUCN has better success when asked to submit proposals as opposed to responding to calls for proposals where the success rate is low, similar to other organisations. Therefore, we tend not to go for this option. The FAC asked about the funding risk for GCF considering the US political environment. The Secretariat responded that several initiatives were being developed and that the chances of success were high. A rigorous risk assessment is done for individual GCF projects. The FAC asked that the online donation button be tailored and linked with specific initiatives that would be attractive to individual donors. *Conclusion* The FAC *TOOK NOTE* of the report and welcomed the progress made in various areas of resource mobilisation.	
FAC/4	**2017 Audit Plan** *Purpose and background* The FAC asked PwC to present their 2017 audit approach. The audit partner from PwC presented the audit plan: The approach is risk based. The key elements in scope are cash and bank confirmations, income and expenditure substantiation. Since the ERP is implemented in all IUCN locations and data is maintained centrally, the auditors use a centralised approach with most work done at HQ. This is supplemented by a couple of visits to regional or country offices which are selected based on risk and on a rotational basis.	INF

FAC/5	The next step (likely 2018) for the audit is to move from a substantive approach to a systems and process approach by leveraging the NAV finance system and the embedded systems controls. *Summary of the discussion* The FAC noted the audit approach and welcomed the intention to move to a more systems based approach. The FAC discussed the implications of the departure of the treasurer and asked PwC if it would be possible to provide audit assurance for the period to when the Treasurer left in September 2017 separate from the annual audit process. PwC said that doing a separate audit would, in his view, not be necessary, but that the risks associated with the departure of the treasurer could be assessed and be built into the annual audit. *Conclusion* The FAC asked PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any associated risks and include this as part of the annual audit process. **Review of the draft IUCN 2018 budget** *Purpose and background* The CFO presented the 2018 draft budget for FAC review. 2018 is a breakeven budget. The budgeted operating result is CHF0.3 million. This amount will be transferred to designated reserves to fund the Regional Conservation Fora which will take place in 2019. Core income is steady at CHF 29m compared to CHF 28.8m in 2017. Restricted funding is budgeted at CHF 123m compared to CHF 115m forecast for 2017. The increase is a result of growth in on-granting projects and GEF and GCF projects. The amount of the budget spent through implementing partners is expected to grow rapidly in 2018, reaching over CHF 40 million. The data on project size showed a reduction in the number of projects under CHF 0.5 million and an increase in the number of projects over CHF 1 million.	DIS/DEC

	Core income allocations to the Commissions and Regions are unchanged. Additional investment was being made in the Economic Knowledge Programme and the Governance and Rights Programme. The main risks associated with the budget were project implementation levels not being achieved, framework funding not being realised and membership dues falling. *Summary of the discussion* FAC chair introduced the financial targets that were developed based on the request of the Bureau for consideration by FAC. The main targets introduced are summarized as follows: 1. No deficit budget planning to be considered starting from 2018. 2. No use of unrestricted reserve to be allowed to cover operational deficits 3. Reserve levelling to be secured toward end of 2018 and to ensure its growth of 1 MCHF for the year 2019 and 1 MCHF for the year 2020 4. At least 5 new donors, including framework donors and other unrestricted equivalent are brought on board per year starting from 2018. 5. To ensure annual growth of overall income by at least 10% per year (restricted and unrestricted together) starting from 2018. 6. To maximize the return from the investment portfolio to the best possible level taking into account the investment risk, starting from 2018. 7. To update the internal financial control system (IFCS) and to ensure the robustness and security of both IFCS the IT system by end of this year (2017). The FAC welcomed the submission of a breakeven budget. The FAC was pleased to see the overall growth in the project portfolio and particularly the growth in spending through partners and Members. The FAC asked whether the small projects were mainly pilot projects. The Secretariat indicated that there were many small project that related to knowledge generation and sometimes pilot projects. The reduction in number results from regions moving away from small projects. The FAC asked about the criteria to allocate core funds to the regions. The Secretariat replied that currently	

	allocations are made based on the size of the region. In 2018, this will be re-examined and specific criteria set, eg programme size, countries supported, number of Members etc. The FAC asked about the additional investment in the Economic Knowledge Programme. The DG replied that the position fills a void in the area of the economic impact of biodiversity loss. This would allow us to provide economic analysis to governments, eg a request from Canada was recently received. The position was based in the US which was a cheaper location than in HQ. The FAC asked the Secretariat to consider the possibility of including a budget line to cover travel and meeting costs of Councillors to allow them to meet and represent the membership at important events and enhance its relevance especially at high level fora. Regional Councillors have responsibilities to promote IUCN in their regions. Some FAC members were concerned that this could raise concerns with some donors and government members. At a time when IUCN was struggling to maintain the level of framework income this was a risk that might be best avoided. The CFO noted that the budget for 2018 was extremely tight. Following discussion, the FAC agreed to establish a task force to look at the proposal. <u>Terms of reference</u> a) To review the legal and governance implications, including benchmarking against other NGO's, international organizations similar to IUCN, and to assess funder views of IUCN providing funds for Councillors to travel within their region and report back to the FAC, which will then report back to the Bureau and to Council. b) If a decision is made to proceed, to establish criteria and process to guide it's application. The working group is to report back in 45 days on its work to the FAC. <u>*Conclusion*</u> The FAC decided to create a task force to study and analyse	

	a request for an additional budget item for Councillors' travel. The FAC recommends to Council to approve the 2018 Draft Budget as presented, with possible inclusion of the item related to councillors travel, should this be decided. DRAFT COUNCIL DECISION The IUCN Council, o*n the recommendation of* the Finance and Audit Committee, **approves** the 2018 budget; **requests** that in the event that Council or its Bureau, after consideration of the report to be prepared by the FAC sub committee within 60 days, agrees to the principle of allocation of a budget line for councillors travel, the Director General accommodates this request in the 2018 budget to the extent possible.	
FAC/10	**Investment Update** **Part 1: Investment performance update** *Purpose and background* The FAC reviewed the investment performance from inception in 2014 to 6th November 2017. The CFO presented key statistics. The year-to-date investment performance is 2.34%.In terms of portfolio weighting, the fund includes approximately 50% in bonds, with 40% in other funds such as microfinancing and 10% in various other instruments. 70% of the portfolio is denominated in Swiss francs and the remainder in US dollars, Euros and other currencies. *Summary of the discussion* The FAC noted that the portfolio had no exposure to equities and that the return was low. The CFO replied that the portfolio has limited equity investment so as to minimise volatility and risk. This is in line with the investment policy: capital preservation was the first priority. It was also noted that Switzerland had negative interest rates and therefore achieving a higher rate of return would be difficult without increasing the level of risk. The FAC suggested that the investment policy should be reviewed and updated.	INF

	The Secretariat informed the FAC that the practice was for the Secretariat to update the investment policy in consultation with the treasurer and present the policy for review by the FAC and approval by Council. *Conclusion* FAC asked the Secretariat to review and update the Investment policy once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018. **Part 2: Investment update: Policy and Procedures on forward contracts for hedging** *Purpose and background* In accordance with Swiss law requirements, IUCN is required to put in place a policy for the use of derivative instruments. The CFO presented the draft policy: IUCN uses forward foreign currency contracts to hedge currency risks as we receive funds in currencies such as Swedish Krona and Norwegian Krona and spend in Swiss Francs. These instruments are only used to minimize risk and not for speculative purposes. The Financial Market Infrastructure Act (FMIA) entered into force as of 1 January 2016. All Swiss companies using derivative financial instruments are subject to regulation under the FMIA. Under the Act IUCN is required to document how it implements the requirements of FMIA. As of 2017 compliance with FMIA is subject to audit. Consequently the Secretariat has drafted the policy for approval by the IUCN Council. *Summary of the discussion* The FAC noted the requirement and supported the policy presented. *Conclusion* DRAFT COUNCIL DECISION The IUCN Council, *On the recommendation of* the Finance and Audit	DEC

	Committee, **Approves** the Policy and Procedure on Forward Contracts for Hedging currency risks.	
FAC/11	**Update on information systems projects** *Purpose and background* The FAC reviewed the update on information system (IS) projects The Global Director for Information Systems presented the report, focussing on three areas: a) Update on 2017 significant projects: • ERP: rollout was complete with the exception of Electronic Approvals/ Admin Portal which had been implemented in most locations and would be completed by the end of this year. • Programme and Project Portal had been rolled out, additional functionality was being added. • Union Applications: Commission reconstitution process cleaned up and updated; Union Portal revamped with mobile version now available. • Technologies: Completed deployment of Global Wide Area Network to planned 15 sites, global purchase contract signed directly with DELL. b) 2018 project plans: • Finance system upgrade will start in 2018 as will the CRM (Constituency Resource Management); • Timesheet management system will be implemented in the first half of 2018; • Other initiatives include improvements in travel and procurement systems; rollout of risk management software and new network solution for smaller locations. c) Benefits derived from the IS Strategy • People: reduced resources for local IS operations • Functionalities: increased collaboration across offices with secure, compliant and auditable systems; • Technology: stable network, 'follow the sun' incident resolution, Green IT implemented with reduced power requirements; • Quantitative benefits: reduced costs per GB from CHF 95/GB/year to CHF 17.7/GB/year (81% reduction) and reduced power consumption by 27% at HQ *Summary of the discussion* The FAC highlighted the importance of the investment in the project portal for project implementation and project reporting.	INF

	The FAC requested that the Secretariat works with Commissions on the Commission registration process. The Director of IS said that this would be the role of the Commission Support Unit which would be in place from the start of 2018. *Conclusion* The FAC *TOOK NOTE* of the report and welcomed the progress made on a significant number of major IS projects.	
FAC/8	**Report of the Head of Oversight** *Purpose and background* The Head of Oversight (HoO) presented her report. The report provided an update on the activities of the Oversight Unit, including information on investigations statistics and cases and IUCN's anti-fraud programme. She then went on to explain the Internal Control Framework and Enterprise Risk Management Framework that management was developing with the assistance of the Oversight Unit. The report concluded with an internal control assessment of the Oversight Unit and presentation of the preliminary work plan for 2018. (Document C/93/FAC/8) *Summary of the discussion* A member of the committee asked how the control framework would be applied to projects. The HoO replied that the first priority was to apply the framework to higher levels of the organisation, starting with regional and global programmes and corporate function. The FAC noted that the number of open internal recommendations had been reduced from 315 to 89 and asked for clarification on how this had been achieved. The FAC also asked about the nature of outstanding recommendations, especially those dated back to 2015 and 2016 and whether any were of critical importance that the FAC should be aware of. The HoO explained that many old recommendations were transaction specific and she had spent a lot of time working with regions to ensure that they were resolved. The last year had been a "clean up" year. She was unable to provide a list of critical open recommendations at this point but would do so for future reports. On risk management, a member of the FAC highlighted the risk associated with working with partners and that IUCN needed to assist partners in managing and reducing risk.	INF

	The HoO concurred and said that this should be part of the risk assessment process for all major projects and that this is already being implemented. A member of the FAC asked if the oversight function also extended to oversight of Council. The HoO replied that it could be extended to governance but did not think that this should be the priority at this point. A member of the FAC asked about the recovery mechanism in the case of fraud case. The HoO replied that rigorous efforts are made by the Legal unit. *<u>Conclusion</u>* The FAC *TOOK NOTE* of the report and welcomed the action that was being taken to improve IUCN's risk management, internal control framework and anti-fraud programme. FAC extended its support to the oversight unit.	
FAC/9	**Report of the Legal Adviser** The Legal Adviser was unable to attend the meeting and so the report was presented by the Head of Oversight with support from an officer of the Legal unit. *<u>Purpose and background</u>* The HoO presented an overview of the existing legal actions against or by IUCN, including statistics and a summary description of major cases. (Document C/93/FAC/9) *<u>Summary of the discussion</u>* The HoO noted that a pro-active approach was being adopted for the follow up of fraud cases. There was also an expectation from the external auditors that IUCN tracked and reported on fraud cases systematically. The FAC asked about the accounting treatment of frauds. The CFO responded that all cases were reviewed as part of the year-end close process and provision was made where the likelihood of a loss was high. The auditors carried out a rigorous review of cases to ensure that appropriate provisions were made. The FAC also noted that some of the cases were dormant and asked how long such cases were kept on IUCN books. The Secretariat replied that it was necessary to keep track of such cases but that no money was being expended on their follow up. The FAC noted that some cases were brought by IUCN	INF

	employees and asked if contractual processes needed to be strengthened. The Global Director HR replied that they were reviewing contract templates and that some improvements were possible, but it was unlikely that contract changes would have significantly altered the outcome. *Conclusion* The FAC *TOOK NOTE* of the report of the Legal Adviser.	
FAC/6	**Policy and procedures framework** *Purpose and background* The CFO presented a summary of current policies and procedures in place related to Finance. These included: 1. Policies approved by Council: • Enterprise risk management policy: the policy provides a common approach to carry out and integrate effective risk management throughout IUCN. The new risk management policy will be presented at the next Council meeting for review and approval. • IUCN reserves policy: reserve structure consists of three types of reserves: restricted reserves, unrestricted reserves and designated reserves**.** Only Council can decide on the use of reserves which can be done via two mechanisms: when approving a budget and when approving the statutory financial statements. (Policy approved by Council in 2015) • Cash management and investment policy: The investment policy covers investment objectives, allowable instruments and the investment management process. (Policy approved by Council in 2011) 2. Accounting policies: the accounting policies are in compliance with Swiss law and noted in the financial statements. 3. Operational policies and procedures; including delegation of authority, procurement policy, travel policy, time management policy, implementing partner financial procedures, project budgeting procedure, and contract review procedure. *Summary of the discussion* The FAC noted that the investment policy was last reviewed by the FAC in 2011 and that it would be appropriate to revisit the policy and adjust it if considered necessary. The CFO	INF

	agreed that the policy was due for review and suggested that this be done with the guidance of the treasurer once a new treasurer has been identified. The FAC asked the status of the operational policies. The CFO replied that these were all in operation and had been developed over several years. They are updated when required. The procurement policy on the IUCN public website. The operational policies would be made available to the FAC through the Union Portal. The FAC discussed the approval process for the use of the reserves. The FAC noted that the result for the year, whether a surplus or a deficit, must go to reserves. The CFO added that in the event that there was an overall surplus, the Council – on the advice of the FAC - could decide to designate part, or all, of that surplus for a specific purpose. *<u>Conclusion</u>* The FAC *TOOK NOTE* of the report from the CFO and looks forward to receiving a draft of the revised Cash Management and Investment policy and the Enterprise Risk Management policy for review at its next meeting in April 2018.	
FAC/7	**HR policy framework** *<u>Purpose and background</u>* The Global Director – Human Resources presented the HR policy framework, noting that the Staff Rules approved by Council in 2003 was the overarching policy. He informed the FAC that a revised version was being developed by the Secretariat and that this would be presented to the FAC at its next meeting, following consultation with staff. He also presented a summary of main HR building blocks that make up IUCN's HR strategy and processes. *<u>Summary of the discussion</u>* The FAC noted the good progress made in developing the various HR building blocks and the best practice that was being adopted. Various items of the strategy were discussed including the recent benchmarking of pay scales and whether this had had any negative effects, The Global Director-HR responded that IUCN seeks to position itself at the 50% point of the salary range for comparable organisations. In the survey, roughly half of IUCN offices were above the benchmark and half below. Offices below the benchmark would be brought in line with the benchmark, but this might need to be done over several	INF

	years as it would impact the budget of the offices concerned. For offices above the benchmark, salaries would not be adjusted down, as this would be contrary to existing employment contracts, but would be maintained at the same level while new staff would be brought in at the lower level. One question was raised on the vacant position of the Head of the Ecosystems Management Programme which was the focal point for the Commission on Ecosystem Management. The DG clarified that the post will be advertised in December 2017 and that the TOR will be shared with the Commission chair for input. In response to a question on benefits, the Director HR said that there was a wide variation in benefits given by different offices. These should be aligned in the medium term. A first step was to collect information on current practices. The FAC noted that money is not the only motivator for IUCN employees but that recognition was important. They also noted new processes risked becoming burdensome for staff and that they should add value. The Secretariat agreed with these points. A member of the FAC suggested that Commission Chairs be included in the 360 review process for Secretariat staff. The Director HR said that this could be considered and that the methodology allowed for external input but in the first round a decision was taken to limit the review to Secretariat staff. *<u>Conclusion</u>* The FAC *TOOK NOTE* of the report from the Global Director – Human Resources and looked forward to receiving a draft of the revised Staff Rules at its next meeting in April 2018.	

PART II

IUCN
93rd COUNCIL MEETING
19-21 November 2017

FAC Report

Financial results to date and forecast 2017

- FAC noted the overall result at the end of October and the forecast for the year which was much better than budget. Congratulating Secretariat on that
- FAC members raised the concern regarding the reputational risk to IUCN as projects lag in implementation and its likely impact on core budget.
- Secretariat assured FAC that measures are being taken to handle this situation.

FAC asked secretariat to work on a deeper analysis of the main causes of project implementation delays, including analysis by region and programme, and comparisons with previous years.

Resource mobilisation update

- FAC was updated on the resource mobilization situation on framework as well as other unrestricted donors.
- FAC was updated on the challenges facing the UNION in mobilizing unrestricted resources and Strategic Partnership director asked councilors to assist in identifying potential donors.
- FAC was updated on the success rate of proposals for direct and competitive submissions. The later was much more challenging.

2017 Audit Plan

- The FAC took note of the audit plan as summarized by the Auditor
- The FAC discussed the implications of the departure of the treasurer.

FAC asked the Auditors - PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any associated risks and include this as part of the annual audit process of year 2017.

Review of the draft IUCN 2018 budget

- The FAC discussed the 2018 budget. It was pleased to see breakeven budget.
- As recommended by the Bureau, the FAC discussed the financial targets and present them hereunder for council consideration and endorsement:

1. No deficit budget planning to be considered starting from 2018.
2. No use of unrestricted reserve to be allowed to cover operational deficits
3. Reserve levelling to be secured toward end of 2018 and to ensure its growth of 1 MCHF for the year 2019 and 1 MCHF for the year 2020

Targets cont'd…

- 4. At least 5 new donors, including framework donors and other unrestricted equivalent are brought on board per year starting from 2018.
- 5. To ensure annual growth of overall income by at least 10% per year (restricted and unrestricted together) starting from 2018.
- 6. To maximize the return from the investment portfolio to the best possible level taking into account the investment risk, starting from 2018.
- 7. To update the internal financial control system (IFCS) and to ensure the robustness and security of both IFCS the IT system by end of this year (2017).

Budget 2018 cont'd…

- The FAC asked about the criteria to allocate core funds to the regions. The Secretariat replied that a criteria will be in place in 2018.
- The FAC asked about the additional investment in the Economic Knowledge Programme. The DG replied that the position fills a void in the area of the economic impact of biodiversity loss. The position was based in the US which was a cheaper location than in HQ.

Investment Update

- The FAC reviewed the investment performance from inception in 2014 to 6th November 2017.
- The CFO presented key statistics. The year-to-date investment performance is 2.34%.
- The FAC noted that the portfolio had no exposure to equities and that the return was low. The CFO replied that the portfolio has limited equity investment so as to minimise volatility and risk.
- FAC noted that investment policy should be revised every three years. The policy was revised last time in 2011.

FAC asked the Secretariat to review and update the Investment policy once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018.

Policy and Procedures on forward contracts for hedging

- The FAC noted the requirement of Swiss law to report on financial derivatives.
- Since IUCN receives core funds in foreign currencies, it hedges the currency risk using forward currency contracts.

DRAFT COUNCIL DECISION

The IUCN Council, o*n the recommendation of* the Finance and Audit Committee, **approves** the Policy and Procedure on Forward Contracts for Hedging currency risks.

Update on information systems projects

- The FAC highlighted the important progress made in the overall improvement in the IS system including :
  - project portal for project implementation and project reporting.
  - ensure more data security by more secured means and creating second backup mechanism
  - Reduce costs of some processes and technological infrastructure
  - Facilitate some operations across the Union.

Report of the Head of Oversight

- The FAC was updated on information on investigations statistics and cases and IUCN's anti-fraud programme and Internal Control Framework as well as Enterprise Risk Management.
- The FAC welcomed the action that was being taken to improve IUCN's risk management, internal control framework and anti-fraud programme.
- FAC extended its support to the oversight unit.

Report of Legal Adviser

- FAC took note of the report
- FAC asked about how the accounting is handled of the various cases.
- CFO responded that all cases were reviewed as part of the year-end close process and provision was made where the likelihood of a loss was high

Policy and procedures framework

- The FAC *TOOK NOTE* of the report from the CFO on Cash Management and Investment policy, Reserve policy, the Enterprise Risk Management policy, accounting policy and operational policy.
- FAC asked to make these policies available on the portal and accessible to them.
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FAC asked that reserve policy to be reviewed and if needed be modified to allow clear movement and use of reserve

HR policy framework

- FAC took note of the existing HR policy which was approved back in 2003 and basically is staff rules.
- FAC was updated on the progress made in developing the HR policy blocks.
- FAC has asked about the benchmarking survey and how it likely affect the current staff in various regions. Secretariat has confirmed that it will have no negative affect on existing contracts.

FAC has asked HR Global director to present final draft of the HR policy for approval at the next FAC /council meeting in May 2018.