Déc. #	Décision du Conseil
Ordre du jour (Point 1 de l'ordre du jour)	
C/95/1	Le Conseil de l'UICN, <u>Adopte</u> l'ordre du jour de sa 95ᵉ réunion (version 4.5 datée du 5 octobre 2018, telle que révisée). (**Annexe 1**)
Questions soulevées par le Bureau (point 2 de l'ordre du jour) :	
Comités du Conseil et du Congrès, et responsables du Congrès, impliqués dans l'organisation du Congrès 2020	
C/95/2	Le Conseil de l'UICN, <u>Approuve</u> la décision B/75/1 - Comités du Conseil et du Congrès, et responsables du Congrès, impliqués dans l'organisation du Congrès 2020, adoptée par le Bureau lors de sa 75ᵉ réunion du 5 octobre 2018 : Le Bureau du Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. <u>Approuve</u> le cahier des charges du : a. Comité d'organisation du Congrès 2020 établi comme groupe de travail du Conseil dans le cadre de l'article 59 du Règlement (**Annexe 2**) b. Responsable des élections du Congrès 2020 (**Annexe 3) ;** c. Comité directeur du Congrès 2020 (**Annexe 4**) d. Comité de vérification des pouvoirs du Congrès 2020 (**Annexe 5**) 2. <u>Demande</u> au Comité institutionnel et de gouvernance, au moment opportun, de superviser l'examen et la rédaction du cahier des charges des comités du Conseil et du Congrès et des responsables suivants, car ceux-ci appartiennent à la gouvernance générale de l'Union. En réalisant cette tâche, le Comité institutionnel et de gouvernance consultera le Comité d'organisation du Congrès et les autres comités pertinents du Conseil. Le Comité institutionnel et de gouvernance recommandera les cahiers des charges suivants au Bureau pour approbation : a. Comité des finances et audit du Congrès b. Groupe de travail des motions du Conseil c. Comité des candidatures du Conseil d. Comité de la gouvernance du Congrès e. Comité du Programme du Congrès f. Comité des résolutions du Congrès g. Conseiller sur la procédure du Congrès.
Confirmation ou modification des membres des comités directeurs des Commissions de l'UICN	

[1] La formulation définitive des décisions est soumise à l'approbation par le Conseil du procès-verbal, conformément à l'article 52 du Règlement.

C/95/3	Le Conseil de l'UICN,
	Approuve la décision B/75/2 - Confirmation ou modification des membres des comités directeurs des Commissions de l'UICN, adoptée par le Bureau lors de sa 75e réunion du 5 octobre 2018 :
	
	Le Bureau du Conseil de l'UICN,
	Conformément à l'article 46 (m) des Statuts et à l'article 73*bis* du Règlement,
	Sur proposition du Président de la Commission de l'UICN concernée,
	   1. <u>Confirme</u> l'adhésion actuelle des comités directeurs des Commissions suivantes, tel que publié sur leur site Internet :
	      • Commission de la gestion des écosystèmes
	      • Commission de l'éducation et de la communication
	      • Commission des politiques économiques, environnementales et sociales
	      • Commission mondiale du droit de l'environnement
	   2. <u>Confirme</u> l'adhésion de la Commission mondiale des aires protégées tel que publié sur son site Internet, et <u>nomme</u> Thora Amend membre supplémentaire de son comité directeur ;
	   3. <u>Confirme</u> l'adhésion de la Commission de la sauvegarde des espèces tel que publié sur son site Internet, et <u>nomme</u> Ian Harrison et Jonathan Hutton membres supplémentaires de son comité directeur.

Dates pour les réunions du Conseil en 2019-2020

C/95/4	Le Conseil de l'UICN,
	Approuve la décision B/75/3 - Dates pour les réunions du Conseil en 2019-2020, adoptée par le Bureau lors de sa 75e réunion du 5 octobre 2018, telle que révisée:
	
	Le Bureau du Conseil de l'UICN,
	   1. <u>Approuve </u>les dates suivantes des réunions ordinaires du Conseil qui auront lieu en 2019-2020 :
	     1. 96e réunion du Conseil : jeudi 28 au dimanche 31 mars 2019
	     2. 97e réunion du Conseil : jeudi 17 au dimanche 20 octobre 2019
	     3. 98e réunion du Conseil : samedi 8 au mardi 11 février 2020
	   2. <u>Recommande</u> au Conseil d'autoriser le Président de chaque comité permanent du Conseil de l'UICN (CFA, CPP et CIG), en fonction de l'ordre du jour du comité concerné, à réunir le comité pour une deuxième journée consécutive de réunions à la veille des 96e, 97e et/ou 98e réunions du Conseil.

Groupe de travail du Conseil pour proposer des objectifs et priorités stratégiques pour le Conseil 2017-2020

C/95/5	Le Conseil de l'UICN, Approuve la décision B/75/4 - Groupe de travail du Conseil pour proposer des objectifs et priorités stratégiques pour le Conseil 2017-2020 : Le Bureau du Conseil de l'UICN, Approuve le cahier des charges du groupe de travail du Conseil pour proposer des objectifs et priorités stratégiques au Conseil pour le mandat 2017-2020, tels que mentionnés dans l'article 44*bis* du Règlement. (**Annexe 6**)

Objectifs et priorités stratégiques du Conseil 2017-2020 (Suivi de la décision C/95/5)	
C/95/6	Le Conseil de l'UICN, *Sur proposition du* groupe de travail créé suite à la décision C/95/5, <u>Approuve</u> les priorités stratégiques du Conseil 2017-2020. (**Annexe 7**)
Plan de travail et Budget 2019 de l'UICN (point 7 de l'ordre du jour)	
C/95/7	Le Conseil de l'UICN, *Sur recommandation de son* Comité du Programme et des politiques, <u>Approuve</u> le Plan de travail 2019 de l'UICN, y compris les plans de travail des Commissions ; *Sur recommandation de son* Comité des finances et audit, *Notant que*, bien que le projet de la Stratégie des Membres ne prévoit pas encore un budget, la Directrice générale s'est engagée à chercher à mobiliser les fonds nécessaires à la mise en œuvre de la Stratégie des Membres, <u>Approuve</u> le Budget 2019 de l'UICN, sous réserve de la suppression du risque sur le financement-cadre, et <u>demande</u> à la Directrice générale d'allouer un financement dans le budget pour 2 jours de réunions de comité pendant l'une des réunions du Conseil organisée en 2019. (**Annexe 8**)
Questions soulevées par le Comité du Programme et des politiques (CPP) (Point 8.1 de l'ordre du jour)	
Politique de l'UICN pour l'égalité hommes-femmes et l'autonomisation des femmes	
C/95/8	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, <u>Approuve</u> la Politique de l'UICN pour l'égalité hommes-femmes et l'autonomisation des femmes : Intégrer la sensibilité au genre dans le Programme de travail de l'UICN (**Annexe 9**), avec les amendements suivants : **Applicabilité** 12. Cette Politique s'applique à tout le personnel du Secrétariat, et les ~~membres des~~ Commissions, <u>et peut fournir des orientations aux Comités nationaux et aux Membres de l'UICN.</u>
Congrès sur les aires protégées d'Afrique et 3e Congrès sur les Parcs d'Amérique latine et des Caraïbes	
C/95/9	Le Conseil de l'UICN, *Sur recommandation de son* Comité du Programme et des politiques, <u>Salue</u> • la proposition d'organiser un Congrès des aires protégées d'Afrique en novembre 2019, et • le troisième Congrès sur les Parcs d'Amérique latine et des Caraïbes, qui aura lieu à Lima, Pérou, en mars 2019, et <u>Encourage</u> tous les Membres de l'UICN et les Commissions à soutenir ces événements pour présenter l'innovation et renforcer la conservation dans les Régions concernées.
Questions soulevées par le Comité des finances et audit (CFA) (Point 8.2 de l'ordre du jour)	

Règles relatives au personnel	

C/95/10	Le Conseil de l'UICN,
	Sur recommandation de son Comité des finances et audit,
	<u>Approuve</u> la révision des Règles relatives au personnel (**Annexe 10**), sous réserve de :
	    1. La modification du document pour garantir la cohérence du style, et la précision de la terminologie et de la grammaire ;
	    2. La suppression du paragraphe 3 de la section 8.5 ; et
	    3. L'élaboration d'un document sur le traitement des questions soulevées pendant le processus de consultation.

Questions soulevées par le Comité institutionnel et de gouvernance (CIG) (Point 8.3 de l'ordre du jour)

Révisions au processus des motions	

C/95/11	Le Conseil de l'UICN,
	Sur recommandation de son Comité institutionnel et de gouvernance,
	En réponse à la décision du Congrès WCC-2016-Dec-113,
	    1. <u>Approuve</u> les amendements proposés aux Règles de procédure, destinés à améliorer le processus des motions (**Annexe 11**) ; et
	    <u>Décide</u> de soumettre chaque amendement proposé, révisé par le Conseil le cas échéant suite à la discussion en ligne [article 94 (a) du Règlement], à tous les Membres de l'UICN pour approbation par vote électronique, lequel sera terminé avant le 15 mars 2019, avec les options de vote « oui », « non », ou « abstention ».
	    2. <u>Approuve</u> les amendements proposés aux Statuts afin de consulter les Membres de l'UICN pendant les Forums régionaux de la conservation qui auront lieu en 2019, et par le biais d'une plateforme de discussion en ligne, afin de déterminer au plus tard pendant la 98e réunion du Conseil (février 2020) s'il faut les soumettre au Congrès 2020 pour adoption ; (**Annexe 12**)
	    3. <u>Approuve</u> en première lecture les amendements proposés au Règlement, destinés à améliorer le processus des motions (**Annexe 13**) ; et
	    <u>Décide</u> de planifier les amendements proposés à l'ordre du jour de la 96e réunion du Conseil (mars 2019) pour adoption en seconde lecture, modifiés si nécessaire suite à la consultation des Membres de l'UICN tel que requis par les articles 101-102 des Statuts, et sous réserve des résultats du vote électronique des Membres de l'UICN sur les amendements proposés aux Règles de procédure ;
	    4. <u>Décide</u> que l'échéance pour la soumission des motions énoncée dans l'article 49 des Règles de procédure sera le 28 août 2019 à 13:00 GMT/UTC.

Amélioration de la gouvernance de l'UICN	
C/95/12	Le Conseil de l'UICN, *Sur recommandation de* son Comité institutionnel et de gouvernance, et répondant à la décision du Conseil C/94/5 concernant les domaines d'amélioration de la gouvernance de l'UICN ; **Modification possible du terme « Conseiller régional »** 1. <u>Prend note</u> des avancées réalisées sur le travail du Comité institutionnel et de gouvernance concernant une modification possible du terme « Conseiller régional », notamment des amendements possibles aux Statuts, qui continueront à être préparés pour

considération par le Conseil lors de sa 96e réunion, afin de consulter les Membres de l'UICN. Le Conseil décidera au plus tard lors de sa 98e réunion (février 2020) s'il soumet les amendements aux Statuts pour adoption par le Congrès 2020 ;

Procédure pour harmoniser le processus des nominations dans toutes les Commissions
2. <u>Prend note</u> de la procédure proposée pour harmoniser le processus des nominations dans toutes les Commissions afin de donner plein effet à l'article 30*bis* du Règlement, présentée par les Présidents des Commissions de l'UICN et qui n'exige pas d'amendements au Règlement et continuera à être préparée pour considération par le Conseil lors de sa 96e réunion ;

Clarification du processus pour renouveler les membres des Commissions
3. <u>Approuve</u> en première lecture les amendements proposés aux articles 72 et 75 du Règlement, présentés par les Présidents des Commissions de l'UICN, afin de clarifier le processus pour le renouvellement des membres des Commissions ; (**Annexe 14**)
4. <u>Décide</u> de planifier les amendements proposés à l'ordre du jour de la 96e réunion du Conseil de l'UICN (mars 2019) pour adoption en seconde lecture, modifiés le cas échéant après consultation des Membres de l'UICN, tel que requis par les articles 101-102 des Statuts ;

Clarification du rôle des Commissions de l'UICN dans les Comités nationaux et régionaux
5. <u>Prend note</u> des avancées du travail du CIG pour clarifier le rôle des Commissions de l'UICN dans les Comités nationaux et régionaux, préparé pour considération par le Conseil lors de sa 96e réunion ;

Solutions possibles pour éviter l'exclusion de certains constituants
6. <u>Prend note</u> des avancées du travail du CIG pour examiner les solutions possibles pour éviter que certains constituants ne soient exclus, car l'UICN structure la répartition des sièges des Conseillers régionaux par région statutaire, tout en agissant également dans des régions opérationnelles qui ne coïncident pas nécessairement avec les régions statutaires. Le résultat, qui pourra inclure des amendements aux Statuts, sera présenté au Conseil lors de sa 96e réunion. Avec l'approbation du Conseil, tout amendement proposé aux Statuts sera présenté aux Membres de l'UICN pour commentaire et discussion. Le Conseil décidera au plus tard lors de sa 98e réunion (février 2020) s'il soumet les amendements aux Statuts pour adoption par le Congrès 2020 ;

Clarification des procédures pour les votes électroniques
7. <u>Prend note</u> de l'approbation du CIG envers l'interprétation de l'article 36 des Statuts dans le contexte des votes électroniques par les Membres de l'UICN, et de la recommandation du CIG selon lesquelles aucun amendement aux Statuts n'est requis.

Domaines supplémentaires d'amélioration de la gouvernance de l'UICN
8. <u>Approuve</u> l'ajout des conséquences de l'harmonisation des Régions opérationnelles et statutaires dans la liste des domaines d'amélioration de la gouvernance de l'UICN, pour étude en 2019 ;
9. <u>Décide</u> d'ajouter « La proposition de créer un poste autochtone élu au Conseil » au programme des domaines d'amélioration de la gouvernance de l'UICN ; et
10. <u>Demande</u> que le CIG débatte et élabore un cahier des charges pour un groupe de travail du Conseil afin d'évaluer la faisabilité de créer un poste autochtone élu au Conseil. Le cahier des charges sera étudié par le Conseil lors de sa 96e réunion.

	Procédure pour pourvoir un poste vacant pour un Conseiller régional

C/95/13	Le Conseil de l'UICN,
	Sur recommandation de son Comité institutionnel et de gouvernance,
	1. Modifie sa décision C/85/27 (mai 2015), en substituant l'étape 3 de la procédure pour pourvoir un poste vacant pour un Conseiller régional, avec une nouvelle étape 3 qui confirme l'autorité du Conseil, conformément à l'article 43 des Statuts, pour élire un candidat afin de pourvoir la vacance par vote secret ;
	2. Modifie en conséquence le paragraphe 19 du Manuel du Conseil ;
	3. Décide de lancer le processus pour pourvoir le poste vacant en Europe de l'Est, Asie du Nord et Asie centrale, suite au décès du Conseiller régional Rustam Sagitov, comme suit :
	    i. Le Conseil invite les Membres de l'UICN d'Europe de l'Est, d'Asie du Nord et d'Asie centrale, à présenter des candidatures sur la base du profil des Conseillers régionaux approuvé par le Conseil en mai 2015, et inclus dans l'appel à candidatures pour les élections de 2016 ;
	    ii. Les Vice-Présidents, agissant au titre de Comité des candidatures du Conseil, valident les candidatures présentées par les Membres de l'UICN ;
	    iii. Le Conseil élit le Conseiller régional par vote électronique (secret).
	4. Demande au Président, immédiatement après la clôture de la 95e réunion du Conseil, de lancer le processus en lançant l'appel à candidatures, et en le laissant ouvert pendant 30 jours, dans l'optique de pourvoir la vacance le plus rapidement possible.

	Amendement à l'article 45*bis* du Règlement concernant les Personnes focales mondiales du Conseil
C/95/14	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, *Suite à* la décision du Conseil C/94/6, et notant qu'aucun commentaire ou objection n'ont été reçus de la part des Membres de l'UICN suite à la distribution de l'amendement proposé, conformément à l'article 102 des Statuts, Adopte, en seconde lecture, l'amendement proposé à l'article 45*bis* du Règlement relatif aux Personnes focales mondiales du Conseil. (**Annexe 15**)
	Candidatures pour l'adhésion à l'UICN
C/95/15	Le Conseil de l'UICN, *Sur recommandation de son* Comité institutionnel et de gouvernance *(CIG)* 1. Approuve l'admission de 28 organisations et/ou institutions candidates à l'adhésion à l'UICN (Annexe 16) ; 2. Encourage l'Agence française pour la Biodiversité, France, à demander à passer à la Catégorie de Membres A (organisme gouvernemental) ; 3. Encourage NSW Biodiversity Conservation Trust, Australie, à demander à passer à la Catégorie de Membres A (organisme gouvernemental) ; 4. Reporte l'admission de Earth X, Etats-Unis, Petra Development Tourism Regional Authority, Jordanie, Thinking Animals, Etats-Unis et Ghazi Bharota Development Organisation, Pakistan à sa prochaine réunion ; et 5. Demande au Secrétariat de chercher des informations supplémentaires auprès de ces organisations ; 6. Rejette l'admission de Asociación para el Bienestar y Amparo de los Animales del Cantón de San José Costa Rica (ABAANIMAL) sur la base que cette organisation ne répond pas aux exigences établies dans les objectifs des Statuts de l'UICN.

Changement du nom ou de catégorie de Membres	
C/95/16	Le Conseil de l'UICN, *Sur recommandation de son* Comité institutionnel et de gouvernance *(CIG)* 1. <u>Approuve</u> la demande d'un Membre actuel de l'UICN, The Julie Ann Wrigley Global Institute of Sustainability, Etats-Unis, de changer de Catégorie de Membre, et de passer d'ONG à Affilié. 2. <u>Prend bonne note</u> du changement de nom de cinq organisations actuellement Membres comme suit :

ID Membre	Pays	Nom antérieur	Nouveau nom
ST/7672	Tunisie	Ministère du Développement Local et de l'Environnement (Ministry of Local Development and Environment)	Ministère des Affaires Locales et de l'Environnement (Ministry of Local Affairs and Environment)
GA/25551	Honduras	Secretaría de Energía, Recursos Naturales, Ambiente y Minas (Ministry of Energy, Natural Resources and Environment and Mining)	Secretaría de Recursos Naturales y Ambiente (Ministry of Natural Resources and Environment)
ST/25228	Rwanda	Ministry of Natural Resources	Ministry of Lands and Forestry
NG/1314	France	Fondation Nicolas Hulot pour la Nature et l'Homme (Foundation Nicolas Hulot for Nature and Humankind)	Foundation pour la Nature et l'Homme (Foundation for Nature and Humankind)
IN/780	Royaume-Uni	International Fur Trade Federation	International Fur Federation

Révision du Règlement du Comité régional des Caraïbes	
C/95/17	Le Conseil de l'UICN, *Sur recommandation de* son Comité institutionnel et de gouvernance (CIG) <u>Prend note</u> de la révision du règlement du Comité régional de Membres de l'UICN aux Caraïbes.

Critères d'éligibilité pour soutenir les Forums régionaux de la conservation	
C/95/18	Le Conseil de l'UICN, *Sur recommandation de son* Comité institutionnel et de gouvernance, <u>Approuve</u> les critères d'éligibilité pour soutenir les Forums régionaux de la conservation, et la formule pour calculer la répartition des Fonds des Membres de l'UICN. (**Annexe 17**)

Rapports des Comités permanents du Conseil de l'UICN (point 8 de l'ordre du jour)	
C/95/19	Le Conseil de l'UICN, *Sur recommandation* des Comités permanents du Conseil, <u>Approuve</u> les rapports écrits des Comités permanents du Conseil de l'UICN[2], révisés selon le cas lors de la réunion du Conseil :

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

	1. Comité du Programme et des politiques (**Annexe 18**) ; et 2. Comité des finances et audit (**Annexe 19**) ; et 3. Comité institutionnel et de gouvernance **(Annexe 20)**.

Formulaire de déclaration de conflit d'intérêts (Point 9 de l'ordre du jour)

C/95/20	Le Conseil de l'UICN, *Sur recommandation de son* Comité d'éthique, 1. <u>Adopte</u> le formulaire de déclaration de conflit d'intérêts ; (**Annexe 21**) 2. <u>Adopte</u> les amendements au Code de conduite pour les Conseillers de l'UICN relevant de la déclaration d'intérêts ; (**Annexe 22**) 3. <u>Demande</u> aux membres du Conseil de renvoyer le formulaire de déclaration de conflit d'intérêts dûment complété et signé avant le 30 novembre 2018.

Nominations (Point 10 de l'ordre du jour)

C/95/21	Le Conseil de l'UICN, Sur recommandation des Vice-présidents, agissant au titre de Comité des candidatures conformément à l'article 48 (c) (ii) du Règlement, **Concernant les membres du Bureau** <u>Nomme</u> les deux Conseillers régionaux suivants membres du Bureau pour la seconde moitié du mandat 2017-2020, conformément à l'article 57 (c) du Règlement de l'UICN : • Mamadou Diallo, et • Jenny Gruenberger ; <u>Décide</u> de réélire les membres du Conseil suivants comme présidents des comités permanents du Conseil, conformément à l'article 50 (b) des Statuts ; • Jennifer Mohamed-Katerere, Présidente du Comité institutionnel et de gouvernance, • Ayman Rabi, Président du Comité des finances et audit, et • Jan Olov Westerberg, Président du Comité du Programme et des politiques ; <u>Demande</u> au Président du CFA de se récuser en tant que Président du CFA, jusqu'à ce que la mission de vérification du CFA (telle qu'établie par le rapport du CFA au Conseil - document du Conseil C/95/8.2 Rapport du Comité des finances et audit) fasse rapport au CFA et au Conseil au plus tard en mars 2019. Le CFA nommera l'un de ses Vice-présidents pour agir au titre de Président pendant la période de récusation. <u>Note</u> la nomination par les Présidents des Commissions de l'UICN d'Antonio Benjamin comme représentant des Présidents au Bureau, pour la seconde moitié du mandat 2017-2020, conformément à l'article 57 (b) du Règlement de l'UICN ; **Concernant les membres du Comité d'organisation du Congrès 2020 (COC)** <u>Décide</u> que le Comité d'organisation du Congrès (COC) sera composé des membres suivants : • Les Vice-présidents • Le Trésorier • Quatre autres membres du Conseil ; <u>Note</u>, conformément aux pratiques antérieures, que l'Etat hôte nommera un représentant qui siégera au Comité d'organisation du Congrès ; <u>Invite</u> les membres du Conseil à transmettre leur expression d'intérêt pour faire partie du COC aux Vice-Présidents au plus tard le 10 octobre 2018 ; <u>Demande</u> au Bureau de nommer les membres du Comité d'organisation du Congrès (COC) sur proposition des Vice-présidents.

13.11.2018

95th Meeting of the IUCN Council
Jeju (Republic of Korea), 6 – 8 October 2018

Agenda
(Approved by the Council)

Saturday, 6 October 2018

Time	Agenda Item/Content[1]

9:00-12:30 + 13:30-18:00	**Meetings of the standing committees of the IUCN Council**
	The agendas of the committees constitute an integral part of the Council agenda.
	
	Programme and Policy Committee (PPC) (44th meeting) *(Room: Aseowon)*
	
	1. **IUCN Work Plan 2019 incl. the Commissions' Work Plans 2019, for submission to Council for approval**
	
	2. **Specific Programme and Policy issues**
	    2.1 Update on the post-2020 global biodiversity framework *incl. establishment of the task force following discussions at PPC43 (May 2018)*
	    2.2 Revision of IUCN's Policy on Gender Equality
	    2.3 Update on the retirement of Resolutions (WCC-2016-Res-001) *incl. the possible establishment of an ad-hoc working group or equivalent in order to consider the initial classification carried out by the Secretariat*
	
	3. **Strategic directions for the development of the IUCN Programme 2021-24**
	
	4. **Annual Update on Evaluations**
	
	5. **Follow-up on assignments**
	Mainly about 2016 Resolutions requiring action from Council
	
	6. **Reports from task forces established by the PPC:**
	    6.1 Urban TF
	    6.2 Private Sector TF
	    6.3 Climate Change TF
	
	7. **Report from Council's Global Oceans Focal Person**
	
	8. **Other issues announced in advance**

9:00-12:30 + 13:30-18:00	**Finance and Audit Committee (FAC) (66th meeting)** *(Room: Amethyst A)* 1. **Welcome and approval of the agenda** 2. **Review the minutes of the previous meeting and check the follow up points and decisions taken and where they stand** 3. **Financial results to date and outlook 2018 including impact of losses identified in 2018 that relate to prior years** 4. **Resource mobilisation update** 5. **Investment update and portfolio performance** 6. **Revision of the Cash Management and Investment Policy** *(last approved by C/76/13, May 2011* 7. **Financial planning post 2020** 8. **Review of the Draft IUCN 2019 Budget for submission to Council for approval,** including budget allocation for various regions, basis for the allocation, monitoring mechanisms and spending

[1] Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

	9. 2020 Congress budget
	10. Report from the Head of Oversight
	11. Report from the Legal Adviser
	12. Risk management – review of risk register
	13. Revision of the HR staff rules
	14. Update on information systems projects
	15. Any other business
9:00-12:30 + 13:30-18:00	**Governance and Constituency Committee (GCC) (16ᵗʰ meeting)** *(Room: Amethyst B)*
	1. Governance issues
	1.1 Revisions to the motions process including amendments to the Rules of Procedure and the Regulations (DEC) *Recommendations of the GCC task force to update the motions process including possible amendments to the Rules of Procedure of the Congress to be submitted for approval to an e-vote by IUCN Members, and possible amendments to the Regulations [2]*
	1.2 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations (DEC) *Recommendations from GCC's working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider*
	1.3 Proposed amendment to Regulation 45*bis* (DEC) *2ⁿᵈ reading and approval of the proposed amendment taking into account comments/objections, if any, from IUCN Members (C/94/6)*
	1.4 External Review of IUCN's Governance (INF) *Update on the external review of IUCN's governance (C/94/18) in preparation of the discussion in Council plenary (agenda item 4)*
	1.5 Procedure for filling a vacancy for Regional Councillor (DEC) following the demise of Rustam Sagitov (Regional Councillor, East Europe, North and Central Asia)
	2. Constituency issues
	2.1 Update on IUCN membership (INF)
	2.2 Presentation of draft 1.0 of the Membership Strategy (INF)
	2.3 Improved communication and engagement between the Secretariat and National and Regional Committees : Letter from South American Committee; other communications received by Councillors from Members
	2.4 Membership applications (DEC) *Including new applications and the application from Association française des Entreprises pour l'Environnement, France (deferred from C94); from Asociación para el Bienestar y Amparo de los Animales del Cantón de San José, Costa Rica, which met with objections from IUCN Members, and from Agence française pour la biodiversity and Fundacion Chito y Nena Kafie (deferred from GGC email correspondence August 2018).*
	2.5 Changes of Members' name or membership category (DEC, if any)
	2.6 National and Regional and Interregional Committees *Incl. the recognition of newly established committees and the revision of the by-laws of existing committees (DEC, if any)*
	2.7 Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)
	2.8 Membership dues 2.8.1 Progress report of the Joint GCC/FAC working group *(to be established)*(INF)

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[2] Explicitly mentioned in the Council agenda as required by Article 101 (c) of the Statutes.

2.8.1.1 Letter IPO Members 27 September 2018 with proposals for membership dues for IPO Members

2.8.2 Dues re-assessment process for NGOs (INF)

2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 (INF)

2.9 Issues regarding the membership admission criteria for International NGOs (DEC)

2.10 2019 Budget: Implications for governance and fulfillment of the statutory obligations of Councillors

3. World Conservation Congress

3.1 Registration fees for the IUCN World Conservation Congress 2020 *(in case it is not dealt with as Item 9.1 of the Council Agenda)*

3.2 Sponsored Members

4. Any other business

Sunday, 7 October 2018
(Location: Jade Hall)

9:00-9:10	**Agenda Item 1:** **The President's opening remarks and approval of the agenda**
9:10-9:20	**Agenda Item 2:** **Matters brought forward by the Bureau** *(unless included under other relevant items of the present agenda)* Cf. the agenda and documents of the 75th meeting of the Bureau
9:20-10:45	**Agenda Item 3:** **Report of the Director General** *Including the "Strategic Risk Matrix" as per the Enterprise Risk Management Policy approved by Council (C/94/4)*
11:00-12:30	**Agenda Item 4:** **External Evaluation of IUCN's governance** *Taking into account the preliminary findings and recommendations of the external consultant appointed pursuant to decision C/94/18 and the recommendations of the GCC.*
12:30-14:00	**Lunch**
14:00-18:00	**Agenda Item 5:** **Strategic discussion** **5.1 Strategic directions for the IUCN Programme 2021-24** *Taking into account the recommendations of the PPC (cf. Item 3 on agenda PPC44)* **5.2 Theme(s) of the 2020 World Conservation Congress**
18:00-18:40	**Projection of a movie on the reintroduction program for scimitar horns oryx in Chad, produced by Environment Agency Abu Dhabi**
18:45-20:30	**Agenda Item 6:** **Council's working dinner with the Director General**

Monday, 8 October 2018

(Location: Jade Hall)

Time	Agenda Item
9:00-10:00	**Agenda Item 7:** **2019 Work Plan and Budget** *Taking into account the recommendations of the PPC and the FAC on, respectively, the 2019 Work Plan and the 2019 Budget*
10:00-11:30	**Agenda Item 8:** **Reports of the standing committees of the Council** **8.1 Report of the Programme and Policy Committee (PPC)** [3]
11:30-12:30	**8.2 Report of the Finance and Audit Committee (FAC)**
12:30-14:00	**Lunch Presentation of Regional and Global Programs**: "*The 2020 moment: the post-2020 Global Biodiversity Framework - where are we coming from? where are we heading to?*" by Cyrie Sendashonga, Global Director, Policy and Programme Group, and Jane Smart, Global Director, Biodiversity Conservation Group *(Lunch buffet in Jade Hall)*
14:00-16:00	**Agenda Item 8** (Continued): **Reports of the standing committees of the Council** **8.3 Report of the Governance and Constituency Committee (GCC)**
17:00-17:15	**Agenda Item 9:** **Recommendations from the Ethics Committee regarding the Conflict of Interest Declaration Form** (*deferred from the 94th Council meeting*)
17:15-17:30	**Agenda Item 10:** **Appointments in the Bureau** *According to Regulation 57, Council appoints two Regional Councillors from other regions as members of the Bureau for the 2nd half of the term and notes the designation of the representative of the Commission Chairs in the Bureau for the 2nd half of the term. In accordance with Article 50 of the Statutes, the Council confirms or otherwise designates the chairs of the standing committees of the Council.*
17:30-18:00	**Agenda Item 11:** **Any other business**

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[3] Continuing a practice from the previous term, the order in which committees present their reports rotates at each meeting (C92: PPC, FAC, GCC; C93: GCC, PPC, FAC; C94: FAC, GCC, PPC).

COMITÉ D'ORGANISATION DU CONGRÈS

Cahier des charges

(Approuvé par le Bureau (B/75/1) et le Conseil de l'UICN (C/95/2) en octobre 2018)

Le Comité d'organisation du Congrès est établi par le Conseil[1] pour veiller aux préparatifs du Congrès mondial de la nature de l'UICN. Le rôle du Comité est de superviser la préparation du Congrès, tandis que la Directrice générale de l'UICN est responsable de l'organisation du Congrès. Le Comité d'organisation du Congrès garantira la cohérence avec et le respect des Statuts et du Règlement de l'UICN, et des Règles de procédure du Congrès mondial de la nature. Enfin, comme stipulé dans les Règles de procédure du Congrès mondial de la nature[2], le Comité d'organisation du Congrès assumera le rôle de Comité directeur lors du Congrès.

Au vu de ses responsabilités, il incombe au Comité d'organisation du Congrès de :

- Veiller à ce que le Congrès soit cohérent avec la Mission et la Vision de l'UICN, et que les droits et intérêts des Membres et composantes de l'UICN soient entièrement intégrés dans la conception, la planification et l'exécution du Congrès ;
- Travailler en étroite collaboration avec le Groupe de travail sur les motions et le Responsable des élections afin de veiller à ce que les motions et les processus de nomination/élection, et notamment les échéances de soumission des motions et des nominations, soient rationnalisés, et recommander l'approbation de ces échéances au Conseil ;
- Surveiller les avancées du Secrétariat dans la préparation du Congrès, ainsi que la mise en œuvre de la Convention d'accueil par l'État hôte, à partir des rapports de situation fournis par le Secrétariat de l'UICN et l'État hôte à chaque réunion du Comité d'organisation du Congrès ;
- Évaluer l'ordre du jour provisoire du Congrès, et recommander son approbation auprès du Conseil ;
- Superviser le processus d'identification des membres pour les différents Comités du Congrès ;
- Soutenir les efforts de recherche de fonds en ouvrant la porte aux donateurs et parrains potentiels ;
- Agir comme organe d'appel pour les motions envoyées au débat et vote électronique avant le Congrès. Lorsqu'il agit comme organe d'appel, la qualité de membre du Comité d'organisation du Congrès pourra être étendue à des individus représentant les intérêts des Membres, comme stipulé dans les Règles de procédure du Congrès mondial de la nature/Règlement de l'UICN.
- Informer le Conseil de l'accomplissement de ses responsabilités en faisant des recommandations, le cas échéant.
- Émettre des recommandations au prochain Conseil pour améliorer le rôle et le fonctionnement du Comité à partir de sa propre évaluation, laquelle devra être réalisée avant la fin du Congrès 2020 et en prenant en compte les orientations du Conseil pour l'auto-évaluation.

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[1] Article 46, alinéa (q) des Statuts.
[2] Articles 15 à 18 des Règles de procédure du Congrès mondial de la nature.

RESPONSABLE DES ÉLECTIONS DU CONGRÈS MONDIAL DE LA NATURE 2020

CAHIER DES CHARGES

[Approuvé par le Conseil de l'UICN lors de sa 95e réunion (octobre 2018), décision C/95/2]

Le/la Responsable des élections est nommé(e) par le Conseil de l'UICN pour superviser les élections lors du Congrès mondial, et procéder au dépouillement des votes, conformément à l'article 74 des Règles de procédure du Congrès mondial de la nature. Il/elle ne peut être membre du Secrétariat, ni être candidat(e) à un poste à pourvoir par le Congrès, conformément à l'article 28 (b) du Règlement. Il/elle ne doit avoir aucun lien familial ni aucune relation de travail avec l'un des candidats nominés, et doit révéler tout conflit d'intérêt potentiel à cet égard une fois les nominations reçues.

Le/la Responsable des élections doit avoir une formation juridique.

Dans le cas où le/la Responsable des élections choisi(e) a la même nationalité que l'un des candidats à la présidence, le Conseil pourrait réévaluer sa nomination, afin d'éviter toute accusation possible de conflit d'intérêt, et pourrait alors lui nommer un substitut.

Le mandat du/de la Responsable des élections est le suivant :

En préparation du Congrès mondial de la nature :

1) Examiner les procédures pour le scrutin et le dépouillement des votes lors de l'Assemblée des Membres, et recommander des améliorations au Secrétariat sur la base de l'expérience. Si un système de vote électronique est disponible pour les élections, ajuster les procédures tel que nécessaire, et s'assurer de l'exactitude du système avant l'Assemblée des Membres ;

2) Recevoir, du Secrétariat, les dossiers complets pour tous les candidats à l'élection, approuver la publication sur le Portail de l'Union des nominations aux postes de Conseillers régionaux qui sont conformes aux exigences énoncées dans les Statuts et le Règlement, transmettre au Comité des candidatures du Conseil les nominations aux postes de Président, Trésorier et Président de Commission qui sont conformes aux exigences, et se prononcer sur toute question pouvant survenir lors du processus de nomination ;

3) Prévenir le Conseil avant la clôture de la période des nominations s'il est peu probable que les nominations reçues satisfassent aux postes disponibles pour l'une des régions statutaires ou satisfassent aux critères prévus par le Conseil, et si un prolongement de la date limite est donc nécessaire ;

4) Après la clôture de la période des nominations, préparer le rapport du Responsable des élections au Congrès mondial de la nature, en incluant les noms des candidats aux postes de Conseillers régionaux et leurs informations biographiques, en les présentant par ordre alphabétique à partir d'une lettre de l'alphabet choisie au hasard, et en indiquant le nombre de Membres ayant présenté le candidat, conformément à l'article 40 du Règlement.

Lors du Congrès :

5) Expliquer les procédures de vote lors d'une séance plénière, tel que requis ;

6) Rapporter au Comité directeur du Congrès toutes les questions liées aux élections ;

7) Participer de droit aux réunions du Comité de vérification des pouvoirs ;

8) Superviser la distribution des bulletins de vote lors de l'Assemblée des Membres, en se basant sur le rapport du Comité de vérification des pouvoirs. Si les élections ont lieu par voie électronique, vérifier l'exactitude du processus électoral en prenant en compte le rapport du Comité de vérification des pouvoirs ;

9) Rapporter immédiatement au Comité directeur du Congrès toute activité suspecte concernant les élections et le scrutin potentiellement contradictoire avec les Statuts, les Règles de procédure ou le Règlement ;

10) Superviser les dispositifs pour présenter les candidats à l'Assemblée des Membres, et les rencontrer avant les élections afin de leur expliquer les procédures ;

11) Coordonner et être responsable devant l'Assemblée des Membres du dépouillement des votes, superviser une équipe de dépouilleurs provenant du Secrétariat (si le vote a lieu électroniquement, vérifier l'exactitude du système électronique) et veiller à ce que les résultats des élections ne soient pas connus en avance par toute personne autre que lui-même ;

12) Annoncer les résultats de l'élection, et préparer le rapport du Responsable des élections ;

13) Être responsable de la supervision du vote électronique sur les motions lors de l'Assemblée des Membres, ce qui inclut de vérifier l'exactitude du système de vote électronique (article 40*bis* du Règlement) et, en cas de scrutin secret, le bon fonctionnement du système pour garantir l'anonymat de tous les votes (article 70 des Règles de procédure).

14) Faire des recommandations au prochain Conseil pour améliorer le rôle et le fonctionnement du Responsable des élections sur la base de sa propre évaluation en tenant compte des directives du Conseil en matière d'auto-évaluation.

COMITÉ DIRECTEUR DU CONGRÈS 2020

CAHIER DES CHARGES

(Approuvé par le Conseil de l'UICN, 95ème Réunion, octobre 2018, Décision C/95/2)

1. Le Comité directeur du Congrès est nommé par le Congrès sur proposition du Président, conformément au paragraphe 13 des Règles de procédure du Congrès mondial de la nature.

2. Le Comité directeur comprend les membres du Comité d'organisation désignés par le Conseil pour s'occuper de la préparation du Congrès mondial, ainsi que le Président, les Vice-présidents et la Directrice générale ; il est chargé de veiller à la bonne marche des travaux du Congrès.

3. Toute question ayant trait à l'organisation du Congrès mondial sera soumise au Comité directeur.

4. Les tâches particulières du Comité directeur sont détaillées dans les Règles de procédure du Congrès (paragraphes 37, 44, 47, 53, 55 et 86).

5. Le Comité directeur se réunit aussi souvent qu'il le juge nécessaire durant le Congrès et invite toute personne intéressée à participer à ses réunions.

6. Faire des recommandations au prochain Conseil pour améliorer le rôle et le fonctionnement du Comité sur la base de sa propre évaluation qui sera faite avant la fin du Congrès 2020, en tenant compte des directives du Conseil en matière d'auto-évaluation.

COMITE DE VÉRIFICATION DES POUVOIRS DU CONGRÈS MONDIAL DE LA NATURE 2016

CAHIER DES CHARGES

(Approuvé par le Conseil de l'UICN lors de sa 95e réunion, octobre 2018)

Le Comité de vérification des pouvoirs est nommé par le Congrès, sur proposition du Président, conformément au paragraphe 21 des Règles de procédure du Congrès mondial de la nature qui stipule le suivant :

> *Le Congrès mondial élit un Comité de vérification des pouvoirs composé de membres qui lui sont présentés par le Président, et du Directeur général ou de son représentant, ex officio. Le Comité examine les lettres de créance ainsi que d'autres questions relevant de son cahier des charges défini par le Conseil, et fait rapport au Congrès mondial. Le rapport indique le nombre de voix dont dispose chaque délégation conformément aux Statuts.*

Le cahier des charges du Comité est le suivant :

(a) adopter les « Lignes directrices pour les délégués et observateurs participant au Congrès mondial de la nature », préparées par le Secrétariat ;

(b) superviser le processus de vérification des pouvoirs des Membres et observateurs en accord avec les règles 5 à 12, 40, 63, 66 et 66*bis* des Règles de procédure du Congrès mondial de la nature ;

(c) assurer au Congrès que seuls les Membres ayant payé toutes leurs cotisations, y compris celle de 2019, sont en mesure d'exercer leurs droits relatifs aux élections, aux votes et aux motions, en accord avec l'article 13 (a) des Statuts de l'UICN[1] ;

(d) faire connaître au Congrès les noms des Membres dont les cotisations sont arriérées de deux ans (2018 et 2019) ou plus, et dont les droits restants pourraient être rescindés en fonction d'une décision du Congrès, en accord avec l'article 13 (a) des Statuts de l'UICN ;

(e) informer quotidiennement le Congrès du nombre total de votes dont dispose chaque catégorie de Membres ayant le droit de vote présente (ou représentée) au Congrès, en accord avec les articles 34 et 35 des Statuts de l'UICN ;

(f) Conseiller le Comité des finances et audit sur les cotisations de 2021-2024 et la décision à présenter au Congrès ;

(g) Emettre des conseils sur les exigences, la participation et le vote des Membres parrainés ;

(h) jouer le rôle de centre de liaison pour les questions non-administratives relatives à l'ensemble des Membres de l'UICN[2] ; et

(i) assurer, si nécessaire, la coordination avec les comités du Congrès : directeur, des finances et audit, de la gouvernance, et avec le responsable des élections ; et

(j) Émettre des recommandations au prochain Conseil pour améliorer le rôle et le fonctionnement du Comité à partir de sa propre évaluation, qui sera réalisée avant la fin du Congrès 2020, en prenant en compte les orientations du Conseil pour l'auto-évaluation.

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[1] Les Membres qui ne sont pas à jour de leurs cotisations sont autorisés à s'exprimer sur des questions sans rapport avec les motions, sur le vote et les élections uniquement.
[2] Les Membres doivent être informés en amont du Congrès.

Council Working Group to prepare Council's strategic objectives and priorities 2017-20

Terms of Reference

Approved by the Bureau (B/75/4), endorsed by the IUCN Council (C/95/5), October 2018

Background

Regulation 44*bis* adopted by Council in April 2016 provides that:

> *"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall approve strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis."*

This matter was discussed in Council at its 92nd (February 2017) and 93rd (November 2017) meetings, and again during the and 94th (May 2018) meeting resulting in the President's suggestion to the 94th Council meeting to establish, following the 94th Council meeting, a small working group to prepare the Council's priorities and objectives for approval at the next (95th) Council meeting.

Objective

1. To prepare the Council's strategic objectives and priorities for the term 2017-20 for approval by Council at its 95th meeting including an appropriate work plan and monitoring mechanism.

Functions

2. Prepare a draft document on the Council's strategic objectives and priorities for the term 2017-20

3. Take guidance from the discussions during the 92nd, 93rd and 94th Council meetings, in particular that the strategic priorities / objectives should be kept to a small number of results that:

   a. are achievable by the time of the 2020 Congress;
   b. demonstrate that the Council will have made a real difference for the Union (Council's own legacy); and
   c. do not duplicate the work of the Secretariat and the Commissions based on the IUCN Programme and annual work plans.

Modus Operandi

4. The members of the working group will carry out their work principally via email.

5. The working group may meet face to face during the 95th Council meetings.

6. The Working Group will report to the Council on the results of its work during the 95th Council meeting, which constitutes the end of the working group's mandate unless the Council decides otherwise.

Composition

7. The working group will be composed of a small number of Council members and Commission Chair(s) as well as the Director General or her representative, respecting diversity of geography, gender and skill sets.

8. The President invited Peter Cochrane to chair the working group.

9. During the 94th Council meeting, the following Council members expressed interest to participate: Jan Olov Westerberg, Andrew Bignell, Ameyali Ramos (CEESP), Jesca Eriyo Osuna and Mangal Man Shakya.

Council's strategic priorities 2017-2020

Background

The relevant IUCN Statues and Regulations specify out the roles and responsibilities of the World Congress and Council for the setting of strategic priorities.

The World Congress:

Statutes, 20. The functions of the World Congress shall be inter alia:
(a) to define the general policy of IUCN;...

(e) to consider and approve the programme and financial plan for the period until the next ordinary session of the World Congress

Council:

Statutes, 37. Subject to the authority, direction and policy of the World Congress:

   a) *the Council shall have responsibility for the oversight and general control of all the affairs of IUCN; and*
   b) *the roles of the Council, with specific functions elaborated in Article 46 and other relevant provisions of these Statutes, shall be to:*
        i.   *set strategic direction and policy guidance for the work of the Union;*
        ii.   *provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;*
        iii. *fulfil its fiduciary responsibilities to the Members of the Union and render account to them on the achievement of the Union's objectives; and*
        iv.   *support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community.*

Statutes, 46. The functions of the Council shall be inter alia:

   c) *to provide strategic direction, in consultation with the Membership, in relation to the development of, and to approve the quadrennial draft IUCN Programme for submission to the Congress;*

And in the context of this discussion and agenda item:

Regulation 44bis. At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall approve strategic objectives and priorities for __its work__, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis. [emphasis added]

The framework for Council's priorities

Council has the responsibility to approve strategic objectives and priorities for its work. The operative term here being for *its work*. Council's strategic priorities must however be framed in the totality of the work and priorities of the Union as a whole.

When considering this, we must first recall that the work of the Union involves all three pillars: the membership, the commissions and the secretariat.
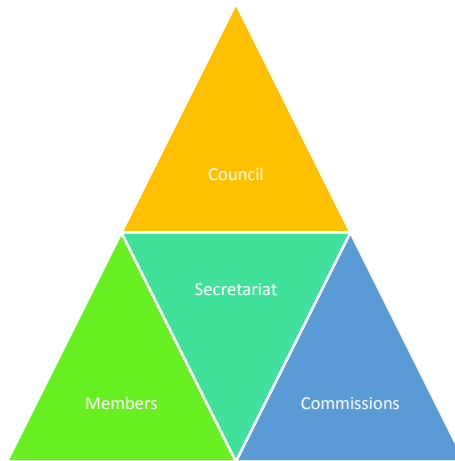
The core plan for our work – for all elements of the Union - is the Global Quadrennial work programme, adopted at the World Congress. This programme incorporates the vision and the mission of IUCN, and sets the framework for all parts of the Union. Drawing and building on this framework, the Commissions and the regions develop and implement Commission work plans and regional programmes.
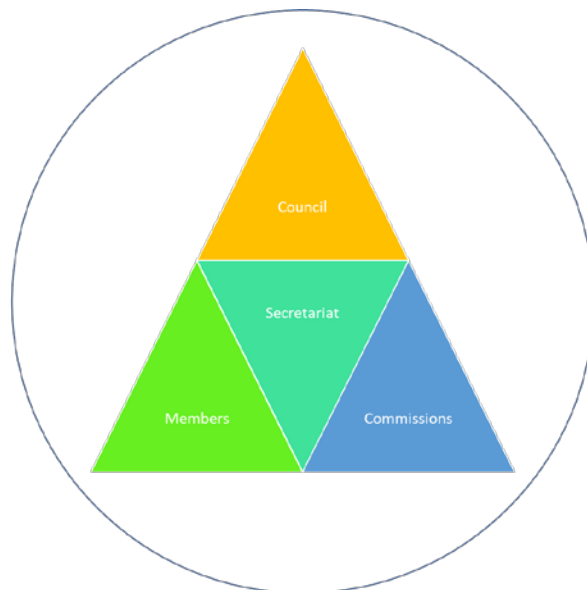
When it comes to Council setting its strategic priorities, they are the internal prioritizations which Council makes to be able to achieve its functions in both an effective and efficient way. Council's strategic priorities does not "supersede" or "replace" the priorities already set in the global programme and IUCN General Policy, they articulate Council's view of its specific role, responsibilities and deliverables for Council during its current term.
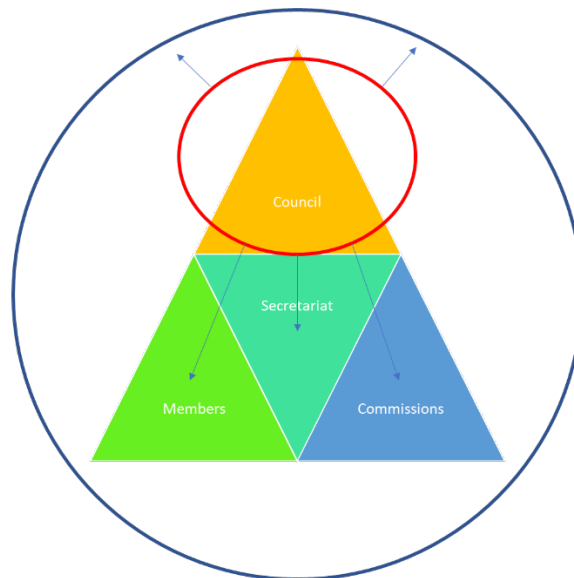
Since Council's main tasks are twofold: oversight and general control (Statutes, 37a) and strategic direction (Statutes, 46), Council's strategic priorities must embrace these and be consistent with the Global Programme and IUCN General Policy.

Council strategic priorities 2017-2020

Council has discussed strategic priorities at its 92nd, 93rd and 94th meetings. One of the reasons why the discussion has taken time, and has not reached any resolution, is that the new governance model has not yet fully bedded down.

Council has also made a number of decisions during this period that are in effect strategic priorities.

It is timely to consolidate these decisions and agree Council's strategic priorities for its remaining term.

The following table attempts to assemble all the major decisions and issues that Council has been addressing, or has signalled that it intends to address during this current Quadrennium, the primary mechanism by which these priorities will be delivered, and the timeframe for their delivery.

Strategic Priorities for Council 2017-2020

Priority (deliverables)	Mechanism	Delivery by/at*
Implement governance reforms decided by previous Council	GCC	C98, WCC2020
Agree new governance reforms (Statute corrections, clarifications, guidelines for implementation)	Bureau Working Group on governance reforms and GCC	C98, WCC2020
Establish Urban Alliance and develop city-nature indices	Urban Taskforce	C99, WCC2020
Climate change – provide strategic oversight and advice on the IUCN CC portfolio; encourage members to implement NBS for the Paris Agreement	Climate Change Taskforce	C98, WCC2020
Private sector - no reputational damage from private sector engagement and advice on a positive sectoral engagement strategy	PSTF	C99, WCC2020
Enhance the engagement of IUCN indigenous peoples members in the work of IUCN	Secretariat, CEESP, Council and PPC	WCC2020
Secure new framework donors	FAC President working with DG and Councillors	C98, C99 and WCC2020
Retention and increased diversity and State party membership	Membership strategy and President working with DG and Councillors	C99, WCC2020
New partners	President working with DG and Councillors	C99, WCC2020
Pivotal 2020 Congress content and 2021-2024 IUCN Programme	PPC and Congress Preparatory Committee	C97, C98 and C99, WCC2020
Ambitious post-2020 biodiversity framework	PPC post 2020 Taskforce (to be established)	COP14, SBSTTA23 and 24 and COP15
WCC messages and tone	Commission chairs, Council, Congress Preparatory Committee	C98, WCC2020
Stage a highly influential WCC2020 involving heads of States and CEOs	President, Council and DG, and WCC hosts	WCC2020

Year		
2018	C94 – May (Gland)	C95 – October (Jeju)
2019	C96 – March (Gland)	C97 - October (Gland)
2020	C98 - February (Gland)	C99 – June (Marseille)

IUCN 2019 Work Plan and Budget

Approved by the IUCN Council at its 95th Meeting
Jeju (Republic of Korea), 6-8 October 2018
Decision C/95/7

Contents

EXECUTIVE SUMMARY

The 2019 Work Plan and Budget is the overarching strategic planning document for the third year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is submitted for Council's approval. In part I, it reports on progress against the 2018 plan and what will be delivered in 2019, based on the 4 year results established at the beginning of the intersessional period (February 2017). In part II, it provides detailed budget information, including trends and analysis on core and project income and expenditure, staffing and staff costs, investments in information systems, and reserves. In part III, it highlights key risks and risk response in the delivery of the plan and budget for 2019.

Part I. The IUCN Work Plan for 2019

The strategic portfolio shift from retail to wholesale is further confirmed in 2019. 2019 portfolio data shows a slight decrease of the total number and total portfolio value of projects under implementation (C list) compared to 2018. But the average and median duration of projects is increasing, confirming the trend started in 2017. IUCN's top ten donors represent 61% of the total 2019 project budget. Bilateral funding is expected to decrease between 2018 and 2019 balanced by an increase of multilateral funding (the Global Environmental Facility and its Trust Fund). The increase in multilateral funding will entail an increase in the share of project expenditures where the delivery model is that of an implementing agency. The list of project under development (B list) demonstrates that IUCN is positioning itself for an increasing number of large projects that will deliver results under the next IUCN Programme 2021-2024 while continuing to develop a healthy pipeline of small projects.

The 2019 Work Plan will continue to deliver on the global agenda worldwide through the One Programme Approach. 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 46% and 12% of all budget allocations respectively. The main Aichi Targets IUCN Contributes to are Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). IUCN's 2019 project portfolio will be globally distributed with the highest concentration of projects in Switzerland/Headquarters, Burkina Faso, India, Mozambique and the United Kingdom. Moreover, 80% of the 2019 Budget will be implemented at the national level, meaning that most resources are allocated where effective implementation will happen. The One Programme Approach is mainstreamed into project delivery. Almost 65% of C List projects will engage Members, Commissions or Committees. 14% of the total portfolio engages State Members. For B List projects, 38% engage Members, Commissions and Committees. The nature of that engagement will need to be further explored in 2019.

The Secretariat will continue strengthening its corporate functions to deliver the current Programme and prepare the future. The development of the Programme 2021-2024 is a key priority for setting the strategic direction for IUCN in the next decade. There has also been significant progress on improving and further developing the Programme and Project Portal including a system of regular, quarterly data update and quality exercises in an effort to improve the data quality and confidence in the information. In the area of governance, the External Review of Aspects of IUCN Governance will be finalized in January 2019. The IUCN Secretariat will make major improvements in 2019 in programme planning, portfolio management and evaluation. IUCN will also strengthen its strategic engagement by renewing or establishing partnerships with Framework donors and other bilateral and multilateral agencies including the GEF and the GCF, implementing the new Membership Strategy, and raising the IUCN corporate identity. Resource management will be make a leap when the NAV financial system is upgraded to the latest version, a time recording system is implemented, and the shift from a Vacancy Management to a Workforce Planning approach is completed.

The IUCN Work Plan 2019 assesses anticipated achievement for 2019 against each of the 30 IUCN Programme 2017-2020 Targets (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020) based on the expected results for 2018 and the planned results for 2019. By 2019, overall progress would be good with some areas of concern for 8 out of 30 targets. Out of 30

targets, 7 will see an improved status against 2 targets regressing. No target would see no progress or no significant progress against 6 targets being flagged as such in the Annual Report 2017.

Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020

Target achieved	On track to achieve target	Progress towards target but at an insufficient rate	No significant overall progress	No Progress

#	Target description	2017 AR	2019 WP
Programme Area 1. Valuing and conserving nature			
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.	orange	yellow
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.	yellow	yellow
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.	light green	light green
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.	orange	yellow
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.	light green	light green
6	The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.	light green	light green
7	New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.	light green	light green
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.	orange	light green
9	Targeted conservation actions lead to the recovery of species and ecosystems.	dark green	dark green
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.	yellow	light green
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	light green	light green
12	NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature	light green	light green
Programme Area 2. Promoting and supporting effective and equitable governance of natural resources			
13	IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.	light green	yellow
14	Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed	dark green	dark green
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	light green	light green
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	light green	light green
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.	dark green	dark green
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	light green	light green
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	red	light green
20	International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas	yellow	yellow
21	The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.	light green	light green
Programme Area 3. Deploying nature-based solutions to societal challenges			
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	light green	yellow
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	yellow	yellow
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	dark green	dark green
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	light green	light green
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	light green	light green
27	Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened	red	yellow
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'.	light green	light green
29	Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.	orange	light green
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.	light green	light green

Programme Area 1. Valuing and conserving nature

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

Expected status by end 2019: Progress towards target but at an insufficient rate. This sub-result is unlikely to be met unless risk response measures are implemented for: Target 1 on The IUCN Red List, Target 2 on the Red List of Ecosystems and Target 4 on Key Biodiversity Areas.

In 2018**, IUCN generated assessments based on IUCN Standards.** The Red List of Threatened Species published until now 3,000 species assessments and re-assessments and is expecting to reach 11,000 until the end of the year. The Red List of Ecosystems completed draft typologies for terrestrial marine and aquatic systems and 11 countries conducted a national RLE assessment, in addition to a regional one. IUCN implemented 70 Green List assessments. Five additional Key Biodiversity Areas were identified in the Mediterranean. IUCN 2018 publications had over 639,000 downloads and 94 scientific papers listed IUCN affiliation.

In 2019, IUCN plans to assess 24,000 additional species (assessments and re-assessments). Eight countries are to conduct national RLE assessments and Green List assessments are to be conducted in at least 8.0 Protected Areas worldwide. Four additional Key Biodiversity Areas will be identified in South America. IUCN expects for an additional 750,000 downloads of IUCN publications, and 125 scientific papers listing an IUCN affiliation. IUCN will produce a scientific analysis on '*The role of hunting as a conservation tool'.*

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

Expected status by end 2019: On track. In 2018, **IUCN influenced key global policy processes for better integration of nature for sustainable development** including the CBD, UNFCCC, SDGs, CITES and the World Heritage Convention (WHC) through positions papers, guidance and recommendations IUCN also provided technical assistance for the development, review, and finalization of EbA and DRR voluntary guidelines by CBD Secretariat. Non Detriment Findings (NDFs) Guidelines for snakes approved were approved by CITES. IBAT has 58 subscriptions.

In 2019, **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, the SDGs, CITES and the WHC). The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least five countries. IUCN will continue to provide advice to CITES in preparation of CoP18, particularly on IWT, livelihoods and the participation of rural communities. IBAT expects to reach 80 subscriptions.

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

Expected status by end 2019: On track. In 2018 **IUCN's project portfolio made demonstrable contributions to species and ecosystems conservation** through grant-making initiatives including SOS Lemurs, the Integrated Tiger Habitat Conservation Programme (ITHP), BEST 2.0 and CEPF. Targets under this sub-result are on track to meet its goals. To consolidate a solid protected areas network, he Biodiversity and Protected Areas Management Programme (BIOPAMA) established a single Regional Observatory to cover the East and Southern Africa region (24 countries). To combat Invasive Alien Species (IAS), IUCN submitted 40 species profiles to be added to the Global IAS Database. Underpinning this work and supporting awareness raising, #NatureForAll worked with 250 partners and generated 55 success stories.

In 2019, **conservation actions for species and ecosystems are to include** SOS (African Wildlife Initiative, Lacoste, Central Asia, Gibbons and Lemurs). The ITHCP and BEST 2.0 will also launch new call for proposals. BIOPAMA II will enhance the management and governance of at least 10 protected areas. #NatureForAll will seek to attract 100 more partners and produce 15 more success stories.

Programme Area 2. 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

Expected status by end 2019: On track. In 2018, **IUCN plans to have a NRGF Strategy in place before the end of year,** including the framework itself and an assessment guide. IUCN is also exploring how to formalize the NRGF as part of the IUCN project cycle and Environmental and Social Management System (ESMS). IUCN completed six assessments for assessing governance diversity, quality and vitality of protected areas. IUCN started to facilitate with its IPO members, the first-ever indigenous Member-led and self-determined strategy.

In 2019, the **NRGF standard and tools will be further disseminated and promoted** within at least one application in the East and Southern Africa Region. IUCN also plans compile lessons learned from the governance assessments performed to assess good governance. In 2019, IUCN will continue with the development of the Indigenous Members' strategy. Mesoamerican representatives will organize a meeting with South American IPOs at the South American World Parks Congress for discussion. In addition, 3-4 active CEPF grants will support community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region.

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.

Expected status by end 2019: On track. In 2018, **IUCN provided capacity building on international water law to support the negotiation from local to basin water cooperation agreements** in 10 basins involving at least 16 countries. IUCN also supported the design of a social and environmental safeguards monitoring scheme by six indigenous territories in Peru. To mainstream gender at the institutional level, IUCN supported the development and implementation of four Climate Change Gender Action Plans (ccGAPs) in Zambia, Peru, Costa Rica and El Salvador. IUCN also organized a train the trainers workshop in Cameroon to train in magistrate schools.

In 2019, **IUCN will facilitate and increase IPO membership and support IPOs to implement their strategy**. IUCN will also support the development and implementation of climate change Gender Action Plans (ccGAPs) in at least one 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

Expected status by end 2019: On track. In 2018, **IUCN supported the establishment of the Binational Commission for Transboundary Water Management of Shared Waters between Ecuador and Peru.** IUCN also supported transboundary water management in the Mekong, Lake Titicaca, the Sixaola River Basin the Goascarán River Basin and Selva Maya (Central America) and the Sio-Malaba-Malakisi (SMM) Basin in Eastern and Southern Africa. Capacity building in water governance was delivered in 14 transboundary basins involving institutions from local to basin levels.IUCN provided targeted support to enhance international governance mechanism for marine areas beyond national jurisdiction including the Ross Sea Declaration, the Walters Shoal and the Sargasso Sea. IUCN also provided technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 Mangroves for the Future (MFF) partners countries in Asia and Jordan.

In 2019, IUCN will continue supporting **transboundary water governance** in Central America, Eastern and Southern Africa and West and Central Africa. IUCN will provide more training in water

management in four new basins. 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, IUCN will support four more countries in Asia for NBSAP implementation.

Programme Area 3. 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

Expected status by end 2019: Progress towards target but at an insufficient rate. This sub-result is unlikely to be met unless risk response measures are implemented for Target 22 on Nature-based Solutions Benefits and Target 23 on the Nature-based Solutions Standard.

In 2018, **IUCN made some progress in the development of People in Nature (PiN)** by developing a situation analysis completed in Tanzania. IUCN also supported the development of the NBS Standard by identifying its principles and mapping them to relevant standards and guidelines. Furthermore, there was good application of NBS tools including Forest Landscape Restoration assessments and the Restoration Opportunity Assessment Methodology, Ecosystem based adaptation (EbA) related assessments, cost-benefit analysis, etc.

In 2019, **IUCN will develop guidance for the use of PiN in the context of the Standard on Access and Restriction** and will initiate pilot tests in two landscapes. IUCN will also continue with the development of the NBS standard by publishing a paper on NBS principles; revise a paper on the relationship between NbS and similar concepts; and develop a research proposal for testing the NbS standard in case-studies. Furthermore, IUCN will continue with the application of NBS related tools at the regional 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

Expected status by end 2019: On track. In 2018, **ecosystem stewardship was enhanced** through the Community Environment Conservation Fund (CECF) that distributed funds to 127 villages in Uganda. To support NBS inclusion and participation, IUCN established Forest Landscape Restoration (FLR) working groups in five countries and nine gender road maps to deliver FLR strategies. IUCN will continue consolidating a project portfolio that deploys financial mechanisms to deliver nature-based solutions. In 2018, USD 270m have been mobilised through The Restoration Initiative (TRI), in which IUCN plays a lead role.

In 2019, IUCN will continue allocating funds for ecosystem stewardship through the CECF and CEPF. IUCN will also establish FLR national working groups in five additional countries and develop four FLR and gender strategies. As part of the TRI, IUCN will develop GEF concepts that include FLR in two regions.

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

Expected status by end 2019: On track. In 2018, **interest- driven partnerships for investment in landscape in growth corridors was demonstrated and investment screening criteria was agreed with SAGCOT.** IUCN also supported the establishment of voluntary LDN targets in 75 countries. MFF is working with the Programme for Environmental Management of the Seas of East Asia (PEMSEA) to develop a Sustainable Business Roadmap for priority coastal industries and supporting development of Blue Economy approaches. IUCN continued promoting commitments to the Bonn Challenge, including new additions from Cameroon and Chad. IUCN also supported the

establishment of one Municipality Conservation Area in Ecuador and the identification of 4,000 ha for protection as part of this designation.

By the end of 2019, **all 118 countries will complete the LDN target setting,** including the 75 financed by IUCN. IUCN will launch the third Bonn Challenge report with data of six countries/landscapes. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also aims to clearly document the development and use of ROAM data in 20 countries. IUCN will continue with the designation of community areas in at least three sites in the East Melanesian Areas. In the Mediterranean, IUCN will train the 13 PAs on ecotourism as revenue generating activity.

Part II. The IUCN Budget for 2019

The total expenditure budget for 2019 is CHF 154.9m. This is marginally ahead of the forecast for 2018 (CHF 151.3m) and the 2017-2020 Financial Plan which foresaw expenditure of CHF 148m in 2019. The budget is summarized in Table 2: Budget summary below.

Table 2: Budget summary

	2017	2018	2019	2019
CHF m	**Actual**	**Forecast**	**Budget**	**Plan**
Core budget				
Income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	**67.1**	**70.2**	**67.8**	**68.0**
Expenditure	66.0	70.2	68.9	67.0
Operating result	**1.1**	**-**	**(1.1)**	**1.0**
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	**(0.1)**	**(0.3)**	**0.0**	**1.0**
Project budget				
Income	**95.4**	**122.3**	**124.5**	**120.0**
Expenditure	58.0	81.1	86.0	81.0
Cost recovery	37.4	41.2	38.5	39.0
Total expenditure	**95.4**	**122.3**	**124.5**	**120.0**
Operating result	**-**	**-**	**-**	**-**
Total budget				
Income	125.1	151.3	153.8	149.0
Expenditure	124.0	151.3	154.9	148.0
Operating result	**1.1**	**-**	**(1.1)**	**1.0**
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	**(0.1)**	**(0.3)**	**0.0**	**1.0**

The total budget comprises a core budget of CHF 68.9m, of which CHF 38.5m is funded from the project budget through cost recovery resulting in a core funded budget of CHF30.4m, and a project budget of CHF 124.5m.

Core income is budgeted at a similar level to 2018 reflecting stable levels of Membership dues and framework income. Allocations of core income to regional and global programmes and corporate functions is also in line with 2018 as no changes to the organizational structure or programme implementation strategy are foreseen.

An operating deficit of CHF 1.1m is budgeted reflecting one-off expenditures on the Regional Conservation Forums and Congress preparations. The deficit will be funded by drawing down

designated reserves set aside in previous years to specifically fund these costs. After taking into account these reserve movements a balanced budget is presented.

Project expenditure is budgeted at CHF 124.5m, slightly ahead of that forecast for 2018. The project portfolio is showing strong growth as shown in Figure 1: Project portfolio. However, many high value projects are still in development and therefore the level of expenditure in 2019 is expected to be relatively low. Of particular note are projects funded by the Green Climate Fund. Projects with a value of CHF 250m are scheduled to be approved in 2019. However, the timing of approvals is uncertain and delays are possible. Consequently, a low level of expenditure has been budgeted in 2019 with the expectation that this will increase rapidly in 2020.

Figure 1: Project portfolio
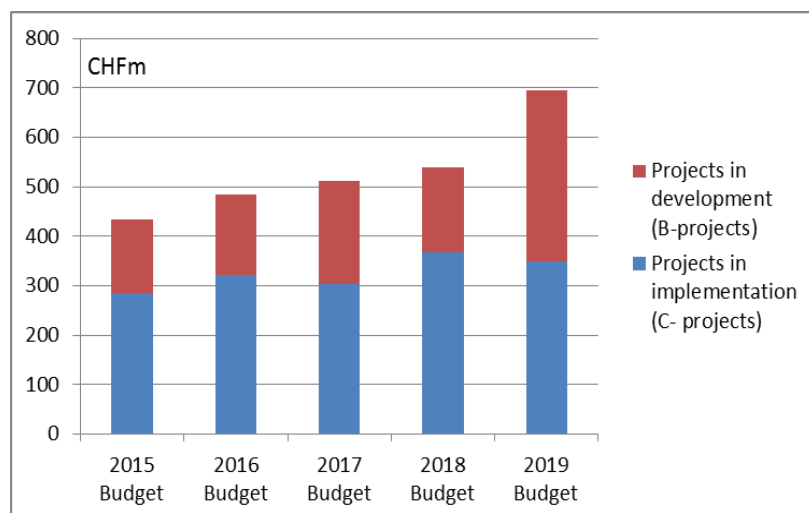
Part III. Risks Inherent in the Work Plan and Budget 2019

The actual realization of the work plan and the planned budget for 2019 will face risks. We have identified the main risks combining enterprise-wide risks and risks arising from the operational plans for each sub-result of the IUCN Programme.

Delays in project implementation and funding shortfall for valuing and conserving nature have been identified as tier 2 high risks. Non-payment of membership dues is identified as tier 3 moderate risk. Foreign exchange fluctuations are a tier 4 low risk.

For each risk, a risk response has been adopted and a risk owner is identified in the Secretariat.

PART I: THE WORK PLAN FOR 2019

The 2019 Work Plan 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 Work Plan for 2019, the third 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 Work Plan is the overarching strategic planning document with inputs from IUCN's global thematic programmes, Commissions and Regions. It provides a high-level snapshot of 2018 progress, and highlights key aspects of IUCN delivery in 2019 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets. It also identifies risks at the target level.

There has been significant progress on improving and further developing 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. In 2018, the Portal was used for the mid-year and 2019 budgeting exercises.

In 2018, **IUCN initiated a system of regular, quarterly data update and quality exercises** in an effort to improve the data quality and confidence in the information. The mid-year exercise was aligned with the finance review and planning process. Alignment of the Portal with the Constituency Management System (CMS), Human Resources Management System (HRMS) and NAV finance system continued. This allowed the IUCN member and Implementing Partner data to be linked directly with these databases, enabling far more reliable and accurate information on who we work with and the flow of resources to these organisations.

In 2018, all projects in the Portal continued to report on progress on the Targets and Indicators of the IUCN Programme. 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 Q3 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 2019 with streamlining and adaptation of the PGS/PAAS processes to adapt to how project portfolios may evolve in the future.

2. State of the project portfolio

2.1 General overview

In the 2019 budget, the portfolio value of projects slightly decreased 5% over the 2018 budget for C list projects. For B list projects the portfolio value has drastically increased. These numbers forecast an important increase in the value of IUCN's project portfolio in 2020, bearing in mind that not all B list projects will turn into Cs. The basic portfolio information for C List projects in 2019 remains stable in comparison to previous years (Table 3: Basic portfolio information for C List projects 2017-2019 (Budget)), but for B l list projects there is an important increase in the average project value, the median project value and the project yearly value (Table 4: Basic portfolio information for B List Projects 2017-2019 (Budget).

Table 3: Basic portfolio information for C List projects 2017-2019 (Budget) [1]

	2017	2018	2019	Change
Number of projects	298	262	244	-7%
Average duration (yrs)	3.39	3.50	3.86	10%
Median duration (yrs)	3.00	3.00	3.49	16%
Average project value (m CHF)	0.99	1.40	1.43	2%
Median project value (m CHF)	0.23	0.39	0.38	-2%
Portfolio value (m CHF)	294	366	348	-5%

Table 4: Basic portfolio information for B List Projects 2017-2019 (Budget) [2]

	2017	2018	2019	Change
Number of projects	131	143	136	-5%
Average duration (yrs)	2.45	2.60	3.01	16%
Median duration (yrs)	2.57	2.53	3.00	19%
Average project value (m CHF)	1.53	1.20	2.55	113%
Median project value (m CHF)	0.24	0.36	0.48	32%
Portfolio value (m CHF)	200	171	346	102%

IUCN's top ten donors represent 61% of the total 2019 project budget. Bilateral funding has dropped between 2018 and 2019 balanced by a representative increase of multilateral funding (the Global Environmental Facility and its Trust Fund).

Table 5: Top project portfolio donors 2017-2019 [3]

Donors	2017 Actuals	2018 Budget	2019 Budget	Change
Bundesministerium für Umwelt, Naturschutz und Reak	9,313,841	13,912,282	8,980,593	-35%
US Agency for International Development	4,947,494	5,713,210	3,911,855	-32%
European Commission, DG Development	4,551,345	15,961,109	18,038,501	13%
Swiss Agency for Development and Cooperation	4,230,847	4,437,682	337,198	-92%
GEF Trust Fund	3,754,633	5,205,374	7,592,414	46%
MAVA Fondation pour la Protection de la Nature	3,705,970	4,066,850	3,307,548	-19%
Swedish International Development Cooperation Agency	3,582,311	7,232,416	4,864,571	-33%
Department for International Development - Glasgow	3,493,897	-	-	
Ministry of Foreign Affairs, The Netherlands	3,482,342	3,263,907	-	-100%
Kreditanstalt für Wiederaufbau	2,985,307	10,927,589	15,822,495	45%
European Commission, EuropeAid Cooperation Office	1,376,771	5,274,967	5,783,443	10%
Global Environment Facility	782,642	1,433,066	3,532,801	147%
MISC	99,844	805,833	3,266,994	305%
The World Bank	1,078,226	2,313,563	2,927,750	27%

IUCN's 2019 project portfolio will be globally distributed (Figure 2: 2019 Project budget per Statutory State, Operational Region and Globally tagged projects). The highest level of investment at the statutory state level will be: Switzerland /Headquarters (CHF 13.5m), followed by Burkina Faso (CHF 5.7m), India (CHF 4.6m), Mozambique (CHF 4.1m), and the United Kingdom

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[1] Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.
[2] Based on annual budget data for B List projects, only restricted funding. Framework funded projects were excluded from the analysis.
[3] Based on 2017 actuals + annual budget data for 2018 and 2019, for B (factored) and C List projects. Not total contract amount.

(CHF 3.9) The level of investment is not equivalent to the level of expenditure as most of the funds allocated to Switzerland/Headquarters are transferred to the Regions for project execution.

At the operational region level, the highest level of investment is East and South Africa (CHF 3.9m), followed by West and Central Africa (CHF 3.7m), Europe (CHF 3m), the Mediterranean (CHF 1.4m) and Asia (CHF 1m)

Figure 2: 2019 Project budget per Statutory State, Operational Region and Globally tagged projects[4]
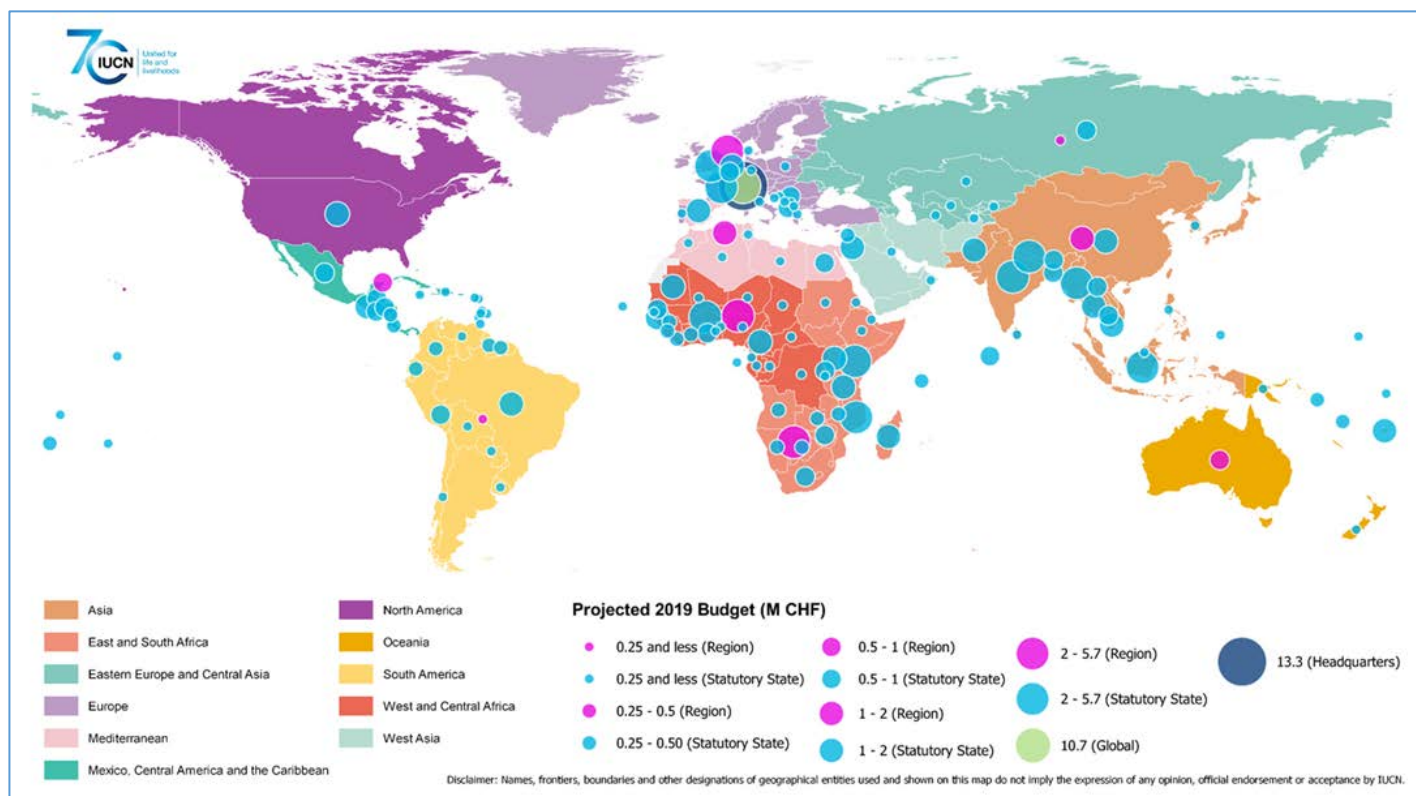
80% of the 2019 Budget will be implemented at the national level, meaning that most resources are allocated where effective implementation will happen. Budget has been recorded at three levels that are mutually exclusive: national, regional or global.

Table 6: 2019 Budget by location (%)

	2019 Budget	**%**
States	100,598,320	80%
Regions	14,663,700	12%
Global	10,711,756	9%
Total	125,973,776	100%

In the 2019 budget, there is a slight increase in programmatic delivery by the implementing agency category for C list projects confirming the trend towards wholesale. The rest of the programme delivery categories remain stable compared to previous years.

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[4] This figure shows the projected 2019 budget (M CHF) in Statutory States, Operational Regions, Globally-funded projects and Headquarters represented by the size of the circles. The legend indicates the projected budget size according to these categories. It includes B and C list projects.

Table 7: % of portfolio value by delivery model for C List projects 2017-2019

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%
Generation and direct application of scientific knowledge[5]	14,145,822	5%	14,697,994	4%	14,486,337	4%
Implementing Agency[6]	63,379,405	22%	86,465,188	24%	102,753,823	29%
IUCN Thematic Initiatives[7]	79,409,402	27%	126,099,463	34%	98,631,681	28%
Non-aligned stand-alone projects[8]	4,529,077	2%	4,639,859	1%	2,822,630	1%
Programmatically-aligned single projects[9]	132,546,642	45%	134,839,550	37%	128,295,677	37%
Total	294,010,349	100%	366,742,054	100%	348,457,105	100%

In the 2019 budget, there is an increase in programmatic delivery by the IUCN Thematic initiative category for B list projects. The rest of the programme delivery categories remain stable compared to previous years.

Table 8: % of portfolio value by delivery model for B List projects 2017-2019

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%
Generation and direct application of scientific knowledge	293,964	0%	2,394,805	1%	1,107,050	0%
Implementing Agency	53,572,807	27%	50,907,668	30%	80,999,868	23%
IUCN Thematic Initiatives	48,193,266	24%	55,038,723	32%	144,862,658	42%
Non-aligned stand-alone projects	7,948,547	4%	10,166,109	6%	1,263,462	0%
Programmatically-aligned single projects	75,294,330	38%	36,677,148	21%	88,366,763	26%
Total	200,117,093	100%	171,367,224	100%	346,468,019	100%

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[5] Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc) and characterised by: a clear and prominent role for IUCN Commissions; the standard or procedure is curated by a single IUCN unit. Examples include the flagship knowledge products.

[6] The IUCN Secretariat's role is strongly defined in terms of "***implementation***", in other words it primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties. Examples include Mangroves for the Future, Save Our Species, etc.

[7] The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of **all associated grants** exceeds CHF 10 million (excluding leverage /co-finance).

[8] These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They should only ever make up a small proportion of any unit's portfolio. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile. Examples include Energy, Transport and built infrastructure, etc.

[9] Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

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

Over 40% of the 2019 Budget will contribute to Target 9 on Conservation actions and Target 5 on Knowledge on valuing and conserving nature. Budget is well spread across all Targets, besides the two beforehand mentioned Targets all of them have a budget below 5%. These numbers are consistent with previous years' budgets.

Figure 3: 2019 project portfolio contribution to the IUCN Programme's Targets[10]

Portfolio contribution to the IUCN Programme's Targets (%)

- T.30 - NBS from intact ecosystems — 3.3%
- T.29 - Restoration — 1.9%
- T.28 - NBS Public and Corporate investment — 3.8%
- T.27 - NBS Finance — 0.3%
- T.26 - NBS inclusion and participation — 2.6%
- T.25 - NBS incentives — 3.6%
- T.24 - Enabling policy for NBS — 1.9%
- T.23 - NBS standard — 0.3%
- T.22 - NBS benefits — 4.8%
- T.21 - National accountability — 1.4%
- T.20 - High seas and polar governance — 0.0%
- T.19 - Transboundary NRG — 3.1%
- T.18 - Rule of law — 0.2%
- T.17 - Inclusion and participation — 3.6%
- T.16 - RBA — 4.8%
- T.15 - Community-led NRG — 1.8%
- T.14 - NRG assessments — 0.5%
- T.13 - NRGF and tools — 3.5%
- T.12 - #natureforall — 0.1%
- T.11 - Invasive Alien Species eradication — 0.0%
- T.10 - Protected area networks — 1.0%
- T.09 - Conservation actions — 22.2%
- T.08 - Standards, safeguards, NC metrics — 0.9%
- T.07 - Illegal wildlife trafficking — 1.0%
- T.06 - MEA implementation — 2.3%
- T.05 - Knowledge on valuing and conserving… — 20.2%
- T.04 - KBAs — 0.3%
- T.03 - Protected Planet/Green List — 1.9%
- T.02 - Red List of Ecosystems — 0.2%
- T.01 - Red List species assessments — 3.5%

■ Percentage of project portfolio (%)

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[10] Percentages are calculated from 2019 budget values for C List projects.

2.3 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 4: 2019 IUCN project portfolio and the SDGs).

The 2019 IUCN portfolio contribution to the SDGs does not differ significantly from 2018. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for almost half (46%) of all budget allocation. SDG 13 Climate action accounts for the second highest allocation, at 12% of all project budget allocations, slightly decreasing from previous year (nearly 20%). 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 4: 2019 IUCN project portfolio and the SDGs[11]

Portfolio contribution to the SDGs

SDG	Percentage
SDG.17 - Partnerships for the goals	1.6%
SDG.16 - Peace, justice and strong…	4.9%
SDG.15 - Life on land	46.3%
SDG.14 - Life below water	8.3%
SDG.13 - Climate action	12.3%
SDG.12 - Responsible consumption and…	4.4%
SDG.11 - Sustainable cities and…	3.1%
SDG.10 - Reduced inequalities	1.9%
SDG.09 - Industry innovation and…	2.9%
SDG.08 - Decent work and economic…	0.4%
SDG.07 - Affordable and clean energy	0.3%
SDG.06 - Clean water and sanitation	2.0%
SDG.05 - Gender equality	2.5%
SDG.04 - Quality education	0.8%
SDG.03 - Good health and well-being	0.5%
SDG.02 - Zero hunger	0.5%
SDG.01 - No Poverty	4.3%

■ Percentage of project portfolio (%)

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[11] Percentages are calculated from 2019 budget values for C List projects.

2.4 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 5: 2019 Project portfolio contribution and the Aichi Targets).

The 2019 project budget mapping to Aichi Targets is largely consistent with 2018. 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). 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.

Figure 5: 2019 Project portfolio contribution and the Aichi Targets[12]
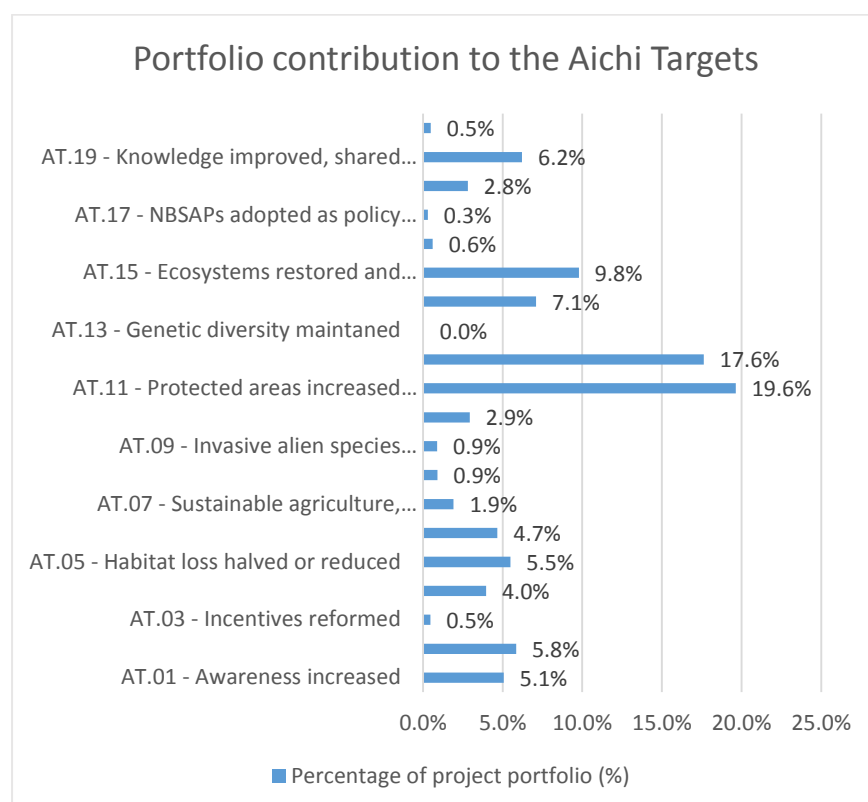
2.5 The IUCN Portfolio and the One Programme

Almost 65% of C List projects engage Members, Commissions or Committees (Table 9: Percentage of B and C List projects that engage Members, Commissions and Committees in 2019). 14% of the total portfolio engages State Members. For B List projects, 38% engage Members, Commissions and Committees. These percentages are consistent with 2018. The nature of that engagement will need to be further explored in 2019.

Table 9: Percentage of B and C List projects that engage Members, Commissions and Committees in 2019[13]

	B List		C List	
Members	39	29%	96	39%
Commissions	10	7%	49	20%
Reg./Nat Committees	3	2%	9	4%
Total Portfolio	**136**	100%	244	100%
State Members	15	11%	35	14%

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[13] Based on 2019 Budget data

3. 2019 Operational Work Plan

The 2019 Operational Work Plan is the overarching strategic planning document for the third year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is approved by Council.

It reports on progress against what IUCN planned to deliver in 2018 and also plans for what will be delivered in 2019. 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.

The IUCN Work Plan 2019 assesses progress in 2018 against each of the 30 IUCN Programme 2017-2020 Targets using a traffic light assessment (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020). In 2018, 73% of Targets are on track (22 out of 30), while 26% (8 out of 30) showed insufficient progress. For each Target, the tables below provide highlights of 2017 outputs, 2018 expected deliverables and 2019 plans. It also presents the main risks identified under each Target. In addition, a short narrative accompanies each Target. Table 10: Distribution of sub-results and targets in the IUCN Programme 2017-2020 provides the overview of Programme sub-results and targets

Table 10: 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

Programme Area 1. Valuing and conserving nature

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

Target 1 – Red List species assessments – Expected status by end 2019: Progress towards target but at an insufficient rate

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
91,523 species assessments and re-assessments published	+3,000 new assessments and re-assessments published until now but it could reach 11,000 by the end of the year	+24,000 new species assessments and re-assessments	Financial: Lack of funding for the Red List Partnership, IBAT and the European Red List
344 people trained 163 publications using IUCN Red List as keyword	270 people trained	250 people trained	Technical: Unexpected technical difficulties in the completion of the new Red List website
163 publications using IUCN Red List as keyword	240 publications (scientific papers) using IUCN Red List as keyword	250 publications using IUCN Red List as keyword	

In 2018, progress towards Target 1 was insufficient to reach the 160,000 species. However, the planned deliverables for capacity building and knowledge uptake were met.

In 2019, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Argentina, Ecuador, Bangladesh and the United Arab Emirates. The European Red List of Bryophytes will be published and more assessments will be conducted in Jordan. Furthermore, IUCN has prioritised three African countries (Kenya, Mozambique and Uganda) for capacity building on national Red Lists. The Red List Index will be re-calculated for mammals and reassessments for amphibians, sharks and cycads will be completed.

The new Red List website was launched in September 2018.

The main risk identified for the IUCN Red List is financial. As a response to financial challenges, IUCN is currently preparing a partnership-wide reassessment proposal for funding. The European Red List has defined a strategy to minimize costs for the reassessments.

Target 2 – Red List of Ecosystems - Expected status by end 2019: Progress towards target but at an insufficient rate

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
56,000 km2 or 16.4% of the world's ecosystems assessed 3 Red List of Ecosystems assessments conducted	11 countries conducted national RLE + a regional one (Americas)	7 countries conduct a national RLE assessments + one country in Mesoamerica (TBD)	Technical: Difficulty to deliver the global RLE ecosystem classification Legal-political: change of national and/or local authorities (South America)

In 2018, progress towards Target 2 was insufficient to reach the 25% of the world's ecosystems assessed. Main deliverables in 2018 include the completion of draft typologies for terrestrial marine and aquatic systems that will feed the global ecosystem typology. RLE assessments were initiated in Myanmar, Congo Basin and Nepal. National assessments advanced in China,

Madagascar, South Africa, the Americas (Regional) and Europe (France, Finland, Czech Republic, Norway and Switzerland). IUCN published a subnational RLE for southern China.

In 2019, **IUCN will further advance or complete the assessments** previously cited, plus an additional one in Mesoamerica. Regarding the typology, IUCN will complete the remaining descriptive profiles to submit to review by internal (CEM) and external partners. Key partners will continue their discussions regarding the implementation of the National RLE in Europe.

The main risks identified for the RLE are technical and legal-political. To address the technical issues, IUCN will do a prioritisation of the global ecosystem classification. In South America, IUCN will continue to highlight the importance of the process with government authorities to continue its implementation.

Target 3 – Protected Planet / Green List - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
100 case studies compiled on Panorama	200 case studies	+150 case studies	Technical: Scarce documentation of OECMs
Green List Standards and Governance procedures developed and implemented in Colombia and Peru	70 GL Assessments implemented	GL Assessments conducted in at least 80 PAs worldwide, including China	Legal-political: change of national and/or local authorities (South America)

Operational: mobilize overcommitted EAGL members |

In 2018, **there was good progress towards the achievement of Aichi Target 11.** The 12th and final update of the World Database of Protected Areas for 2017 estimated that 15% of terrestrial areas, 6.96% of the global ocean and 16.02% of national waters are protected. Aichi Target 11 aims to protect 17% of terrestrial and inland water and 10% of coastal and marine water areas.

Supporting the implementation of Aichi Target 11, **IUCN showed significant progress in the implementation of the Green List Standards and Governance Procedures**. Five protected areas in Colombia and Peru respectively have been postulated to be included in the Green List. In West Asia, five countries (Jordan, United Arab Emirates, Lebanon, Egypt and Palestine) postulated with seven candidate sites. Similar processes were developed in in Eastern and Southern Africa through the Biodiversity and Protected Areas Management Programme (BIOPAMA), including Tanzania where IUCN supported the National Protected Area Governance Assessment Process. IUCN's Panorama platform was updated with over 200 case studies describing different protected area solutions from around the world.

In 2019, **IUCN will continue with the expansion of Green List-related activities** in South America (Colombia, Peru and Ecuador), the Caribbean (Barbados, Jamaica and Antigua), Asia (China and Vietnam), and Jordan. IUCN will also build capacity of Expert Assessment Groups (EAGL) for the preliminary selection of protected areas in Georgia and Maghreb and support the consultation for the development of a Protected Area national strategy in North African Countries. Based on a pilot study in Tanzania on protected area governance, IUCN will organize a regional capacity building workshop to share the experiences. Panorama is to produce 150 additional case studies.

The main risks identified for the IUCN Green List are technical, legal-political and organizational. As a response to address the technical risks, IUCN is doing a prioritisation for the development of documentation on Other Effective Area-Based Conservation Measures (OECMs). On the legal-political front, IUCN will continue maintaining permanent contact with government authorities in South America to institutionalize the Green List across the administration. Finally, IUCN will increase its capacity to engage members in the EAGL process in Vietnam.

Target 4 – Key Biodiversity Areas - Expected status by end 2019: Progress towards target but at an insufficient rate

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
15,587 KBAs identified Key Biodiversity Areas identified in Bangladesh and Senegal	KBAs identified in 5 Mediterranean countries and 3 intervention zones in ORMACC are aligned to the standard KBA director was appointed	Roll out a CEPF-funded grant programme for KBAs in the Mediterranean and 4 KBAs identified in Ecuador, Colombia, Peru and Bolivia Consolidate KBA Secretariat in Cambridge to identify new KBAs	Financial: Lack of funding to maintain the KBA Secretariat Operational: Lack of coordination from the KBA partnership to engage regional focal points and national partners

In 2018, progress towards Target 4 was insufficient to reach the 18,000 KBAs at the end of the intersessional period. As part of a process to consolidate the KBA Secretariat, the KBA director was appointed and hosted by BirdLife International in Cambridge. KBAs were identified in five Mediterranean countries and West Asia (Jordan and Lebanon). In addition, three intervention zones in Selva Maya (Belize and Guatemala) are aligned to the KBA Standard. Spatial data on the Kiribati KBA was uploaded and is now public. All biodiversity World Heritage nominations in 2018 included KBAs within the IUCN comparative analyses presented to the World Heritage Committee.

In 2019, **IUCN plans to roll out a CEPF- funded programme for KBAs in the Mediterranean.** IUCN will also identify KBAs in four South American countries and will complete an assessment of KBA conservation and management status in Douro and Sebou rivers in Portugal. The updated KBA database for the Mediterranean will be available and national KBA coordination groups will become operational in two Mediterranean countries (Tunisia and Lebanon).

The main risks identified for KBAs are financial and operational. To address financial risks, IUCN is prioritising major fundraising by the KBA Secretariat and the Committee. At the operational level, IUCN will provide clear guidance for regional focal points to enhance collaboration. IUCN will also enhance communication with national partners.

Target 5 – Knowledge on valuing and conserving nature - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
1, 335 410 downloads 215 Scientific papers listing IUCN affiliation	+639,956 downloads +94 scientific papers listing an IUCN affiliation	+750,000 downloads +125 scientific papers	Operational: under reporting on knowledge uptake Financial: lack of funding for library and publication services

In 2018, IUCN made good progress to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. There were over 630,000 downloads of IUCN publications from the IUCN Library Portal for 1 January 2018 – 31 August 2018. IUCN's strong contribution to scientific knowledge continued with 94 scientific papers listing an IUCN affiliation, including 5 in "Nature" or "Science". The top three downloaded IUCN publications in 2018[1] so far have been 1. *Primary microplastics in the oceans* (17,493 downloads), 2. *Guidelines for applying protected area management categories* (5,939 downloads) and 3. *Explaining ocean warming* (5,466 downloads). The top three downloaded 2018 IUCN publications in 2018[2] so far have been: 1. *Oil palm and biodiversity*

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

(3,967 downloads), 2. *Tools for measuring, modelling, and valuing ecosystem services* (3,103 downloads), and 3. *Global reintroduction perspectives : 2018* (2,554 downloads).

In 2019 **IUCN expects to reach 750,000 additional downloads of IUCN publications, and 125 scientific papers listing an IUCN affiliation.** Among the highlights, IUCN will produce a scientific analysis on '*The role of hunting as a conservation tool'.* This study will present an evidence-based overview of the benefits, challenges and weaknesses of hunting as a support mechanism for wildlife conservation and sustainable human livelihoods. IUCN will also produce a guide on mining and conservation to CSOs and capacity building material on strengthening local governance. Other relevant knowledge generated is included in the narrative of each Target.

The main risks identified under this Target are operational and financial. For the next intersessional period, IUCN will enhance its metrics for measuring knowledge uptake. IUCM will continue pursuing fundraising efforts with the Arcadia Foundation in the assessment of IUCN access to scientific literature.

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

Target 6 – Implementation of Multilateral Environmental Agreements - Expected status by end 2019: On track

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Position papers produced for CBD, UNFCCC, SDGs, Oceans and UNCCD	Inputs in HLPF completed; position paper for CBD COP14 is underway; NBS study will be launched at UNFCCC COP 25	Position papers for CBD, UNCCD, UNFCCC and SDGs	Operational: Manage feedback to the IUCN Policy on Synthetic Biology
	OECM Guidance completed and should be endorsed in COP 14	OECM Guidance tested in at least 5 countries	Financial: Lack of funding to set up a group on biodiversity related science based targets
	Findings of PP report presented and discusses in regional CBD meetings	Two PP regional reports produced for the Caribbean and Southern Africa	

In 2018, **IUCN made good progress to support the implementation of biodiversity-related conventions and international agreements.** Position papers and/or policy briefs produced in 2018 included those targeting: i) CBD, position paper for COP14; ii) UNFCCC, a study that will be launched during COP25 to raise the level of awareness about the critical contribution that nature-based solutions can make in addressing climate change; and iii) High-level Political Forum (HLPF), to stress the ecosystem dimensions of the SDGs reviewed in 2018, including the issue of wildlife trafficking. IUCN also provided technical assistance for the development, review, and finalization of EbA and DRR voluntary guidelines by CBD secretariat. 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.

IUCN delivered effective advice to the annual meeting of the World Heritage Committee in July 2018. Four out of seven recommendations to the World Heritage List were accepted (57%). The new natural/mix World Heritage Sites listed are: Barberton Makhonjwa Mountains, South Africa; Fanjingshan, China; Bikin River Valley, Russia (extension of Central Sikhote-Alin); Chaine des Puys - Limagne fault tectonic arena, France; Pimachiowin Aki, Canada; Chiribiquete National Park – "the Maloca of the Jaguar", Colombia; and Tehuacán-Cuicatlán Valley: originary habitat of Mesoamerica, Mexico. This represents an area of 7,024,458 hectares.

In 2019, **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). The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least five countries. IUCN has set-up a Task Force that will continue developing an IUCN Policy on Synthetic Biology and Biodiversity Conservation. In preparation to the CBD CoP15 and post 2020 Targets, IUCN will set up

a working group focused on Biodiversity related Science Based Targets. IUCN will collaborate with the United Nations Economic Commission for Europe (UNECE) in promoting the ratification of the Watercourse Convention. In addition, IUCN will continue to provide ongoing advice to CITES and the World Heritage Convention.

The main risks identified under this Target are operational and financial. For the Policy on Synthetic Biology and Biodiversity Conservation, IUCN will adjust the timeline and mobilisation of assessment team as necessary. IUCN will also enhance its fundraising efforts to ensure its presence in key policy processes, including the post 2020 Agenda.

Target 7 – Illegal wildlife trafficking - Expected status by end 2019: On track

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
MIKE carcass data compiled and reported	MIKE carcass data collected for 12 of 14 sites	MIKE carcass findings will be submitted to CITES	Financial: lack of funding to produce guidance and training for species listed under CITES
Policy support provided to Ecuador to combat wildlife trafficking	Ongoing and a proposal will materialize in 2019	Proposal is operational	
30 judges and prosecutors trained in Tanzania	A regional workshop to train judges and prosecutors was organized in Kenya	Additional training for judges and prosecutors in Cameroon and China	Legal-political: Countries commitment to combat IWT in West and Central Africa
43 countries adopted new and/or strengthened regulations on IWT			

In 2018, **IUCN made good progress to reach its 2020 target to support 50 countries to adopt new and/or strengthened wildlife trade laws/regulations.** Key outputs contributing to this target include Non Detriment Findings (NDFs) Guidelines for snakes approved by CITES. IUCN also gave extensive inputs to the CITES process, particularly to develop recommendations on how to increase the participation of rural communities in CITES. Communication material and policy/practice guidelines were developed and disseminated in Eastern and Southern Africa to promote community engagement in combating illegal wildlife trafficking (IWT) in the region. These guidelines have been applied in Kenya and community feedback is previewed before the end of the year. 12 out of 14 sites collected data to contribute to the MIKE Asian Elephant Carcass data update in South and Southeast Asia. IUCN continues strengthening the capacity of judges and prosecutors in Eastern and Southern Africa (e.g. Mozambique, Malawi, Zambia, Tanzania) through the engagement with Eastern Africa Court (EAC).

In 2019, **IUCN will continue to provide advice to CITES in preparation of CoP18,** particularly on IWT, livelihoods and the participation of rural communities. IUCN will also prepare NDFs and sustainable use guidance and training on snakes and other reptiles listed under CITES. Training and guidance to combat IWT and sustainable management is planned in Latin America and Eastern and Southern Africa. IUCN will prepare a proposal with the Government of Ecuador on wildlife trafficking. 50% of countries in West and Central Africa will commit to combat IWT. IUCN will also collect 300 case studies on wildlife cases in China. Findings from the MIKE Asian Elephant Carcass data update will be submitted to CITES to enhance the conservation and management of Asia elephant populations. The capacity of judges and prosecutors is to be strengthened in at least two additional countries.

The main risks IUCN faces to implement Target 7 are financial and legal-political. IUCN will enhance its fundraising efforts to produce guidance and training for species listed under CITES. In West and Central Africa, IUCN will promote advocacy activities for the implementation of CITES.

Target 8 – Integrated Biodiversity Assessment Tool (IBAT) - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
2 new Gross Ecosystem Product pilot assessments in China 41 IBAT subscriptions	10 Gross Ecosystem Product assessments completed in China 58 IBAT subscriptions (end of August 2018) 60 countries using the Integrated Biodiversity Assessment Tool (IBAT)	Activity finalized 80 IBAT subscriptions	Financial: Major decrease in IBAT subscribers Operational: Not involving business actors in the development of the intersessional programme

In 2018, **IUCN made good progress to achieve its 2020 target of 80 IBAT users at the end of the intersessional period.** In addition, IBAT adopted a new business model and 60 countries accessed national information from the global Red List using IBAT. IUCN engaged with ENEL Green Power as part of its strategy to engage with the business sector to measure their impact on biodiversity. New relationships have been developed with Newmont Mining and Anglo American to support them in the implementation of biodiversity net gain strategies. The bio capacity of 13 protected areas in the Mediterranean has been calculated to measure their ecotourism product ecological footprint. IUCN delivered Gross Ecosystem Product pilot assessments in 10 counties in China.

In 2019, IUCN will continue engaging with the business sector to promote the enabling conditions to implement biodiversity net gain strategies and implement the H2020 Value network project to create a network of networks on Natural capital. Six protected areas will test their ecological footprint and an improvement plan will be drafted. IUCN will work with companies in India and China to enhance their capacity to understand biodiversity risk and reduce negative impacts on biodiversity, including Tata Steel, Aditya Birla, Toyota Kirloskar Motor, Ultratech Cements, etc. IUCN will also deliver Natural Capital Accounts in Gabon.

The main risks identified under Target 8 are financial and operational. On the operational front, IBAT's business plan seeks to increase the number of subscribers, assuming the current global economic conditions. At the operational level, IUCN will actively invest in business engagement events such as Business Week, among others, to involve the business sector in the development of the new intersessional programme as early as possible.

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

Target 9 – Conservation actions - Expected status by end 2019: Achieved

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
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	Achieved by the end of 2018 SOS Lemurs funded 16 projects Monitoring 12 projects under ITHP Monitoring 49 projects under BEST 2.0	+3-4 CEPF grants SOS Lemurs new call for proposals ITHP second call for proposals BEST 2.0 new call for proposals	Technical: Lack of capacity within the Specialist Groups for the development of species conservation plans

In 2018, **IUCN made good progress in the consolidation of a solid project portfolio contributing to species conservation** through a range of targeted actions, including a new call for proposals as part of SOS Lemurs where 16 of them were selected for funding. The Integrated Tiger Habitat Conservation Programme (ITHCP) continues monitoring a project portfolio of 12 projects. IUCN monitored and provided support to the 49 projects funded by BEST 2.0. Of the 49 projects, 9 came to a successful end having either completely or largely achieved their intended results and objectives. BEST 2.0 also selected 17 new projects representing a total amount of EUR 1.25 million and 12 new BEST-RUP projects have been selected representing a total of EUR 459'000. In the Indo-Burma region, eight active Critical Ecosystem Partnership Fund (CEPF) grants supported the recovery of 20 priority threatened species. In Bangladesh, IUCN is implementing various initiatives to conserve four threatened species (tigers, elephants, vultures and dolphins). In the East Melanesian Islands, IUCN has received a CEPF grant to produce a management plan for turtles; and there are ongoing ones for megapodes, bats and dugongs.

In 2019, SOS will issue new call for proposals under SOS Lemurs, SOS African Wildlife and SOS Lacoste. SOS will also launch SOS Central Asia and SOS Gibbons. The ITHCP will also launch a second call for proposals. The Species Survival Commission (SSC) in partnership with the National Geographic Society launched an ongoing quarterly grant fund aimed at funding species conservation actions identified as priorities within published IUCN SSC Conservation Action Plans. Under the pilot partnership focused on a search and rescue effort for Sumatran Rhinos, SSC, the Indonesian Government and an Alliance of international conservation organizations expect to raise USD 30m in a three-year period. BEST 2.0 will also issue a new call for proposals for additional EUR 2m targeting 25 European Union Overseas Countries and Territories (OCTs). In the Indo-Burma Region, 3 or 4 CEPF grants will support the recovers of 5 to 10 targeted priority threated species.

SSC plays a key role in the development of species conservation plans for priority species. IUCN will invest to provide online training to its Specialist Groups to meets its capacity needs.

Target 10 – Protected area network - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
National systems of protected areas enhanced - Activities not started until the approval of BIOPAMA II The Asia Protected Areas Partnership (APAP) grew to 15 members	Activities not started until the approval of BIOPAMA II APAP has 20 members including China	Enhancing the management and governance of at least 10 protected areas under BIOPAMA II Expanded by at least one country member	Legal-political: Lack of commitment of national government authorities to designate sites or participate in policy processes such as APAP

In 2018, **IUCN made good progress in consolidating a solid protected area network through the IUCN Green List** /reported under Target 3). Moreover, the Biodiversity and Protected Areas Management Programme (BIOPAMA) established a single Regional Observatory to cover the East and Southern Africa region (24 countries). The Asia Protected Areas Partnership (APAP) is expanded to at least 20 country members, including China, and is functioning as a mechanism for promoting effective protected area establishment and management at national and transboundary levels. In Cambodia, 113 km2 of marine fisheries management area have been formally approved thanks to Mangroves for the Future (MFF). The latter has also been working with partners in five countries to assist with the declaration and management approaches for Marine Protected Areas (Bangladesh, Cambodia, Myanmar, Pakistan, Vietnam). IUCN also plans to publish before the end of the year a global study based on experiences of 16 national assessments on the legal framework for land use planning. It intends to provide an inventory of law and policy issues and approaches that could support integrated spatial planning for biodiversity and climate change.

In 2019, **BIOPAMA II will enhance the management and governance of at least 10 protected areas.** IUCN will also manage the Trans frontier Conservation Area Capacity building programme in

the Southern Africa Development Community Region (SADC) and plans to facilitate at least one workshop to strengthen PA staff capacity on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches. IUCN also aims to implement the Capacity Development for Protected and Other Conserved Areas in the Pacific Islands Region: Strategy and Action Framework 2015–2020 by generating at least one additional regionally tailored protected area capacity development initiative. Extensive work on protected area governance will in Oceania and Asia, including the designation or extension of Ramsar sites in Cambodia and Myanmar.

The main risk identified under this target is legal-political. IUCN will actively seek to keep the central governments involved in these processes through regular dialogues and the support of local/provincial authorities.

Target 11 – Invasive Alien Species eradication - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
142 countries with policy responses to management of IAS	EICAT consultation was carried out and responses have been collated. Edits underway 40 species profiles have been submitted for review	EICAT submitted to the IUCN Council for adoption as a Standard + 50 species profiles will be submitted	Financial: lack of funding to implement activities in Oceania

In 2018, **IUCN made good progress in supporting countries to manage Invasive Alien Species (IAS).** IUCN submitted 40 species profiles to be added to the Global IAS Database. IUCN also continued to provide technical support to the European Commission in the implementation of the IAS regulation by participating on a new tender on human management methods of vertebrate IAS. IUCN's monitoring reports to the World Heritage Committee at its meeting in July 2018 reported on IAS related issues in 14 of 52 reports. In the Mediterranean, IUCN organized a capacity building workshop to monitor and mitigate the impacts of IAS in the Mediterranean MPAs; 40 participants participated in the workshop.

In 2019, **the Environmental Impact Classification of Alien Taxa (EICAT) standard will be submitted to the IUCN Council** and 50 new invasive species profiles will be added to the Global Invasive Species Database. The BEST 2.0 Programme will provide technical support to six projects involving the control/eradication of IAS. IUCN will also contribute to the IAS symposium organized by Specially Protected Areas of Mediterranean Importance (RAC/SPA).

The main risk identified for the implementation of Target 11 is financial. In Oceania, IUCN will hire a fundraising manager to build a solid project portfolio on IAS.

Target 12 -- #NatureForAll - Expected status by end 2019: On track

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
175 partners and 20 success stories National level campaigns in Rwanda and China 4 brochures - #NFA and 4 communication products	250 partners +55 success stories CEC meeting in Nepal 3 outputs: Connecting with Nature, Poseidon Patrol comic book and #BeatPlasticPollution	350 partners + 70 success stories Participation in Regional Conservation Fora Two new comic books	Financial and operational: lack of funding and staff (volunteers) to implement activities

In 2018, The #NatureForAll global campaign promoted by CEC and WCPA had 250 partners and 55 success stories, advancing steadily towards its 2020 target of 300 partners and 100 success stories. Among the main deliverables, CEC produced a draft synthesis entitled "Connecting with Nature" that reviews existing research on the relationship between experiences in nature and positive attitudes and behaviours towards nature conservation. IUCN also produced various communication materials including the Poseidon Patrol comic book, the campaign #BeatPlasticPollution and a video. CEC also organized a meeting in Nepal to raise awareness on #NatureForAll and participated in multiple conferences to mobilize audiences.

In 2019, **#NatureForAll will seek to attract 100 more partners and produce 15 more success stories.** In addition, at least 12 new organizations and 25 IUCN members will commit to implementing programmes under the #NatureForAll initative. CEC will produce papers for Regional Conservation Forums, two new comic books and the video will be translated in 13 languages. CEC will also grant regional #NFA Awards.

To address the risks related to the implementation of #NatureForAll, IUCN will continue to look for opportunities to raise awareness about the initiative, focusing on target audiences and will continue enhancing fundraising efforts.

Programme Area 2. 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.

Target 13 – Natural Resource Governance Framework (NRGF) and Tools - Expected status by end 2019: Progress towards target but at an insufficient rate.

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Natural Resource Governance Framework (NRGF) Principles agreed and strategy document prepared for integration Assessment report on NR governance in the Kilombero Valley drafted	NRGF Tools and standards published before the end of the year Correspondence analysis of the NRGF and other relevant IUCN approaches/tools	Application in East and Southern Africa	Financial: lack of funds to ensure the implementation of the NRGF Legal-political: lack of political will, political instability and/or change of national and/or local authorities in Central America and the Caribbean

In 2018, **IUCN made some progress in the development of the NRGF** by delivering a "Correspondence analysis" of the NRGF and other relevant IUCN approaches/tools. The NRGF Strategy will be in place before the end of year, including the framework itself and an assessment guide. In addition, IUCN is also exploring how to formalize the NRGF as part of the IUCN project cycle and Environmental and Social Management System (ESMS). In regards to the application of NRGF consistent tools, methodologies and approaches, IUCN has created six monitoring systems of socio-environmental safeguards and standards in three of six territories in Peru, Ecuador and Colombia. In Central America, indigenous associations, academic sector, NGOs and Central American government agencies have access to the IUCN digital cartography platform (Map Server) with 27 thematic maps (indigenous peoples, protected areas, natural ecosystems, forest and productive landscape restoration, location of climate change adaptation and mitigation projects, Central American biotopes) for making related decisions and sector empowerment. Similar tools have been produced in West and Central Africa for land tenure, ecotourism productive landscapes, etc. In Choiseul (Solomon Islands), IUCN has mapped ownership and tenure rights within customary lands in priority sites.

In 2019, **the NRGF tools and standards will be further disseminated and promoted** within at least one application in the East and Southern Africa Region. It is also envisaged that the Framework and Guide will be validated by engaging with other Global and Regional Programmes. At the regional level, IUCN will continue developing and implementing various tools and resources for assessing and improving natural resource governance.

The main risk that the NRGF faces is financial. Resources have been mobilised for its implementation but they are not sufficient to ensure the production and distribution of technical and policy guidance. IUCN will enhance its fundraising efforts to address this situation. In Central America and the Caribbean, IUCN will continue to influence key actors and approach new authorities in case of turnover or institutional changes.

Target 14 – Natural Resource Governance assessments - Expected status by end 2019: Achieved

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
ICCA governance assessments implemented in 7 countries	6 assessments completed	Lessons learned compiled and communicated	Financial: Lack of funding
Enhanced landscape governance actions implemented in Tanzania, Ghana, Uganda, Democratic Republic of Congo.	Ongoing + Oceania	Baselines assessments in Mt. Elgon and Agoro-Agu will be used to inform other countries in the region	

In 2018, **IUCN made good progress in documenting the assessment of natural resource governance systems.** IUCN completed six assessments for assessing governance diversity, quality and vitality of protected areas. Baseline assessments for Mt Elgon and AgoroAgu have been collected using the IUICN governance assessment tools. These baselines are providing key information to inform the review of the management plans for both landscapes. The tools used applied the NRGF principles. In Oceania, pilot countries are supported in trialling a regionally appropriate tool to assess and help improve governance and management effectiveness. In Central and West Africa, IUCN has created a self-evaluation tool to assess community performance in the management of natural resources.

In 2019, **IUCN will compile lessons learned from the governance assessments performed to assess good governance.** The governance baselines collected in Mt. Elgon and Agoro-Agu will be used to develop communication materials and inform other decision support tools to other countries in the region and international levels at appropriate climate change, forest and agriculture fora (e.g. annual Climate COPs and next World Parks Congress).

The main risk for the implementation of Target 14 is financial. IUCN will seek additional financial support to fund the completion of the assessments and the compilation and communication of lessons learned.

Target 15 – Community-led Natural Resource Governance Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Community-led protected area governance supported	Evidence of support in Mesoamerica, Asia and the Pacific	Ongoing	Socio-cultural: Illegitimate or non-representative participation of the target population hampers good governance and the effectiveness of the results in Mesoamerica Socio-cultural: Territorial conflicts restrict access to the territory and lead the target population to migrate, which causes delays in the implementation of project activities in Honduras Technical: weak capacity of the stakeholders to capture lessons learned in Ghana

In 2018, **IUCN made good progress in the recognition of community-led, cultural, grassroots governance systems.** IUCN started to facilitate with its IPO members, **the first-ever indigenous Member-led and self-determined strategy**. A workshop was held with Indigenous Members from Mesoamerica to discuss a draft proposal. At the regional level, IUCN supported the implementation of management plans in Chismuyo Bay (Honduras) and La Unión Bay (El Salvador) protected areas. As a result, a Biennial Operational Plan was defined for managing the resources of Chismuyo Bay and a local plan on the sustainable use of natural resources was defined for a community in La Union Bay. In the Gulf of Fonseca, two community consultative committees were organised and recognised. In Ghana, 11 pilot committees for the management of communal resources were established as part of the project Towards Pro-poor REDD+. In Cambodia, one community-based ecotourism committee has been engaged to manage the Karst protected landscapes. In India, the cetacean platform for Community based Monitoring and Response System was extended for three mammals and four reptilian species. Three Pacific Island countries have approved ocean zoning that clarifies enforceable and equitable spatial dimensions of access rights to existing and future users. Water User Associations (WUAs) were supported in Tanzania.

In 2019, IUCN will continue with the development of the Indigenous Members' strategy. Mesoamerican representatives will organize a meeting with South American IPOs at the South American World Parks Congress for discussion. CEC and WCPA will work together on refinement of the draft proposal. IUCN will continue to support community-led governance systems in Mesoamerica (Honduras and El Salvador), Asia (Sri Lanka, Cambodia) and a Pacific Island country. In addition, 3-4 active CEPF grants will support community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region. In Oceania, a regional data and information hub for protected areas and other effective area based conservation measures will capture baseline information about community based resource management and their contribution to biodiversity conservation in at least 3 countries.

The main risk identified under Target 15 are socio-cultural and technical. In Honduras, IUCN will coordinate a plan with local communities to ensure representative representation. To avoid territorial conflicts, IUCN will implement a strategy to foster permanent processes of facilitation and conflict resolution under the currents institutional framework in La Mosquitia. At the technical level, IUCN will provide training on how to capture learning and best practices in Ghana.

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.

Target 16 – Rights-based Approaches - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Multi-stakeholder landscape governance platforms strengthened	Enhanced monitoring of Indigenous rights in 8 territories.	+ 3 territories	Legal-political: lack of political will, political instability and/or change of national and/or local authorities in Peru Technical: lack of capacity in IIPFWH

In 2018, **IUCN made good progress in the implementation of initiatives that aim improving rights regimes based on IUCN's Rights-based Approaches (RBA) policies.** Key outputs include the design of social and environmental safeguards monitoring scheme by six indigenous territories in Peru. A similar process happened in two indigenous territories in Brazil. IUCN also supported the development of a draft Access and Benefit Sharing (ABS) Bill in Nepal and the mainstreaming of Free Prior and Informed Consent (FPIC) principles. There was also good progress in the formation of a new International Indigenous Peoples Forum for World Heritage (IIPFWH), whose membership cross

cuts with IUCN's IPO members' category. IUCN has also drafted an anti-harassment and gender strategy for IUCN events.

In 2019, three additional indigenous territories will design their social and environmental safeguard monitoring scheme. IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage, to influence the 2019 World Heritage Committee. In parallel, IUCN will facilitate and increase IPO membership and support IPOs to implement their strategy. For the next intersessional programme, IUCN will seek guidance from IUCN Members working on indigenous issues.

The main risks under Target 16 are legal-political and technical. In Peru, IUCN will do an early assessment on the capacity of the national/subnational policy framework to support the social and environmental safeguards monitoring scheme. If not, it will change into an internal exercise to improve community-based leadership and rights advocacy. The technical capacity of the IIIPFWH goes beyond of IUCN's reach, but IUCN will continue providing targeted support in this process.

Target 17 – Inclusion and participation - Expected status by end 2019: Achieved

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
23 National Biodiversity Strategic Action Plans and climate change Gender Action Plans developed	+4 ccGAPs	At least one new ccGAP is proposed to Green Climate Fund and/or elements of at least 1 current ccGAP are proposed for implementation	Legal-political: lack of political will for CCGAPs Financial: lack of funding to roll-out the IUCN gender certification process Technical: lack of capacity of partner organizations to support gender mainstreaming in sub-regional policy processes (ASEAN and MRC)

In 2018, **IUCN made good progress in enhancing the capacity of institutions to ensure effective participation in decision making on biodiversity and natural resources**. IUCN supported the development and implementation of four Climate Change Gender Action Plans (ccGAPs) in Zambia, Peru, Costa Rica and El Salvador. IUCN also supported gender mainstreaming in Latin America (Honduras, Mexico), Africa (energy sector), West Asia (Egypt and Jordan) and Asia (Nepal and Bangladesh). IUCN has also produced numerous resources to build evidence on the business case for gender integration. IUCN is working jointly with UNEP in the development of a "gender certification".

Wider inclusion and participation is mainstreamed all across the globe: Examples include forest governance in South America; Southern Africa development Community (SADC) development of guidelines for community engagement in Trans frontier Conservation Areas (TFCAs); water committees working on EbA measures in Mesoamerica and the adoption by eight Caribbean countries of standard formats on EbA agreements, including Prior and Informed Consent protocols and Mutually Agreed Terms (MAT). As a result of these interventions, the governments of El Salvador and Honduras formalised restoration strategies/programmes and are using the results to secure public investments and international cooperation.

In 2019, IUCN will support CCGAP development and/or implementation, including through disseminating lessons learned. IUCN will continue the implementation of its activities across the world to enhance inclusion and participation including a Central American indigenous peoples' agenda on natural resources, the Mekong River Commission Gender Strategy and the ASEAN Gender Commitments. IUCN will also revamp the process to develop the IUCN gender certification.

The main risks identified under Target 17 are legal-political, financial and technical. To support the development and implementation of ccGAPs and the IUCN gender certification, IUCN will enhance its fundraising efforts and ensure continued constituent engagement at global policy events. At the sub regional level, IUCN will continue to emphasise the importance of gender in all its interactions with stakeholders and to provide capacity building opportunities.

Target 18 – Rule of Law - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Initiated the development of the IUCN Declaration on the Environmental Rule of Law	Open consultation	Creation of 2 specialist groups	Legal-political: Complexity of the UN system for the development of the Global Pact
Initiated the Development of the Draft Global Pact for the Environment	Increased support	Continue with the development	Technical: best practices guidelines do not guarantee learning or the consolidation of the standards in West and Central Africa.

In 2018, **IUCN made good progress in supporting natural resource governance to halt illegal natural resource use.** IUCN continued participating with other partners to publish the **"IUCN World Declaration on the Environmental Rule of Law"** through an open call to receive comments. There has been major support in the preparation of the Draft Global Pact for the Environment as a new global covenant for human rights and the environment. IUCN cooperates in this initiative with the Club des Juristes, UN Environment, Organization of American States (OAS), Columbia University and IUCN Members. At the regional level, IUCN is organizing a train the trainers workshop in Cameroon to launch "Environmental Law Judges Training Modules" in 5 pilot schools of magistrate and "Indicators for Implementation of Environmental Law". The capacity of community institutions has been strengthened in in Tanguar Haor and Nijhum Dwip through the provision of improved access to justice to combat illegal natural resource use. In West and Central Africa, IUCN documented legal indicators to monitor and evaluate the rule of law in the Region. IUCN also prepared a handbook entitled 'Environmental Law" that will be distributed in the colleges that train lawyers in Africa. In addition, IUCN provided capacity building on international water law to support the negotiation from local to basin water cooperation agreements in 10 basins involving at least 16 countries.

In 2019, IUCN will continue with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN will also support the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland. IUCN will collaborate with environmental lawyers in the Shared Resources Joint Solutions project countries to improve awareness and understanding of environmental law among the civil society organisations. IUCN will also be extending its training on international water law in four new basins.

The main risks identified for the implementation of Target 18 are legal-political and financial. To address risks in the development of the Draft Global Pact for the Environment, WCEL will maintain close coordination with the other IUCN stakeholders to ensure active engagement and have one voice at the negotiations. In Central Africa, IUCN will provide training on how to capture best practices and enhance learning to ensure the application of is best practice guidelines.

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

Target 19 – Transboundary Natural Resources Governance - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Transboundary hydro-diplomacy built	Evidence of progress in Mesoamerica, South America, Asia and Africa	Ongoing	Legal- political: Lack of political will or political instability and/or changes in political priorities affect achievement of the expected result.

In 2018, **IUCN made good progress in supporting the establishment of transboundary regional agreements.** Highlights in 2018 include the establishment of the Binational Commission for Transboundary Water Management of Shared Waters between Ecuador and Peru. Capacity building in water governance was delivered in 14 transboundary basins involving institutions from local to basin levels. IUCN advised the Mekong River Commission on how to enhance the implementation of the Mekong River Agreement and also provided support to strengthen the Authority of Lake Titicaca. In Central America, IUCN supported the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) and the Goascarán River Basin (Honduras-El Salvador) to incorporate the approach of ecosystem-based adaptation and adaptive governance, through the establishment of strategic plans to manage their natural resources. In Selva Maya, IUCN supported the development of a regional strategy for the management of resources and governance of this transboundary region. The strategy is currently under review in the three countries participating in this process: Guatemala, Honduras and El Salvador. In addition, IUCN trained approximately 60 senior government officials on transboundary water governance in Central American countries. In Eastern and Southern Africa, IUCN is also providing support to complete the institutional framework that would coordinate the Sio-Malaba-Malakisi (SMM) Basin transboundary management by ensuring the application of the multi-level, stakeholder-inclusive approach. In Asia, IUCN conducted trainings on water governance for the representatives of Bhutan, Bangladesh, India, Myanmar, Nepal and Viet Nam. Finally, in West and Central Africa, IUCN supported the adoption of a development plan for wetlands in the Niger Delta and the creation of one national water policy in Guinea, as well as other related activities in transboundary watersheds in the region.

In 2019, the **Selva Maya regional strategy 2030 will become official.** IUCN will also support six Central American countries participating in transboundary natural resource governance (Costa Rica, Panama, Honduras, El Salvador, Nicaragua and Mexico) on the implementation of EbA. IUCN will also provide more training in water management in four new basins. In Eastern and Southern Africa, IUCN will support the implementation of the SMM investment framework and the identification of investment projects. In West and Central Africa, four transboundary watersheds and protected areas will be established to deliver effective and well-implemented natural resource governance. In Asia (India, Bangladesh, Cambodia and Thailand) IUCN will also support institutional frameworks for transboundary cooperation.

The main risk identified in the implementation of Target 19 is legal-political. In Central America IUCN will maintain periodic spaces of dialogue and information sharing with government authorities to ensure the implementation of this Target.

Target 20 – High seas and polar governance - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 20 International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
First report on MPA scheme in ABNJ	The second report will be published before the end of the year	Ongoing support to the process + capacity building to developing countries	Financial: lack of funding to support IUCN's work on ABNJ
Declaration of the Ross Sea MPA	Ross Sea Declaration became effective	Ongoing + other high seas areas in 4 locations	Legal-political. Not to be able to set up a MOU with Canada for IMPAC5

In 2018**, IUCN provided targeted support to enhance international governance mechanisms for the high seas.** IUCN and other environmental organizations played a key role in the negotiation of the Ross Sea Declaration which became effective in 2018, making the Ross Sea the world's largest marine protected area. In the Western Indian Ocean, the Walters Shoal has been designated a protected area by the Meeting of the Parties of the SIOFA in June 2018. On the Sargasso Sea, IUCN finalized a publication to influence the UN negotiations for a new agreement on biodiversity beyond national jurisdiction. IUCN also produced a report on Marine Protected Areas (MPAs) in the EU Overseas; a report on other effective area-based conservation measures and a second report on the possible MPA schemes in Areas Beyond National Jurisdiction (ABNJ) planned for the end of 2018. IUCN has also been the environmental voice in a number of discussions related to the implementation of the European Plastics Strategy, as well as the implementation of the Marine Strategy Framework Directive (MSFD) of the European Commission.

In 2019, 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 technical advice and capacity building for developing countries about ocean governance in relation with the BBNJ negotiations under UNCLOS. IUCN will also monitor MPAs and their progress towards Aichi Target 11 to communicate it to relevant organisations within the MPA Agency Partnership. IUCN will also work with regional partners to raise awareness of and support initiatives to conserve and manage specific high seas areas such as the Costa Rica Dome, the Sargasso Sea, the Antarctic, and the Western Indian Ocean. IUCN will support the adoption of additional MPAs at CCAMLR and the implementation of a resilient network of MPAs in the Arctic. Finally, IUCN will prepare the IMPAC5 conference with Canada.

The main risks identified under Target 20 are financial and legal-political. On influencing the ABNJ process, IUCN will enhance its fundraising efforts but activities risk to be delayed until funding is secured. Regarding the organization of IMPAC 5, IUCN will identify a minor role in the organization of the conference to mitigate risks.

Target 21 – National accountability – Expected status by end 2019: On track

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Four countries with revised NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs	12 countries with revised NBSAPs	+4 more countries in Asia	Legal-political: Lack of will to reflect gender equality in environmental policies
Increased ratification of Nagoya protocol	Three countries ratified the Nagoya Protocol	Regional strategy under development	Technical: IUCN regional and country offices in Asia have insufficient capacity/resources to respond to countries' request for support on NBSAP implementation

In 2018, **IUCN made good progress to support the implementation of biodiversity-related commitments.** Highlights include providing technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 Mangroves for the Future (MFF) partners countries in Asia and Jordan. IUCN is also supporting Lao PDR in developing a gender roadmap for NBSAP implementation. Moreover, three Caribbean countries have ratified the Nagoya Protocol: Guyana, St Kitts & Nevis, Antigua & Barbuda and a regional strategy is being developed. In Uganda, IUCN was co-opted on the Wetlands Bill and Policy Review Technical Committee which supported the development of terms of reference for the review of the bill and policy. IUCN has also advanced in the development of an index/scorecard to assess governments' compliance with their commitments through the design and delivery of an IUCN Member's Survey.

In 2019, IUCN will continue to support NBSAP implementation in at least four countries in Asia. In Lao PDR, IUCN will develop national capacity on gender and biodiversity among key institutions responsible for NBAPs and SDGs implementation. IUCN will also provide support and monitor Central American countries to implement their Nationally Determined Contributions (NDCs). Parties and stakeholder under Multilateral Environmental Agreements (MEAs) will continue to use gender differentiated data and analysis including from Environment Gender Index (EGI). Based on IUCN's input and advice, the Ministries of the Environment or other applicable ministries will reflect gender equality in new and amended policies in at least one country.

The main risks to implement this Target 21 on National Accountability are legal-political and technical. IUCN will continue to have continued constituent engagement at global policy events to influence government authorities. In Asia, IUCN will seek assistance from Members and partners to respond to requests on support on NBSAPs and will also enhance its fundraising efforts to implement these activities.

Programme Area 3. Deploying nature-based solutions to societal challenges

<u>**SR 3.1**</u> - <u>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</u>

Target 22 – Nature based Solutions benefits - Expected status by end 2019: Progress towards target but at an insufficient rate

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
PiN development	PiN tested in Tanzania Implementation of national restoration strategies supported in 3 countries	PiN tested in two more sites Project finalized	Financial : lack of funding to secure PiN applications

In 2018, **IUCN made some progress in the development of People in Nature (PiN).** IUCN produced a situation analysis (co-implemented with NRGF assessment) which was completed in Tanzania through the Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN). IUCN also developed a concept note on use of PiN in ESMS, specifically standard on Access Restriction. National authorities have adopted national restoration strategies in El Salvador, Guatemala and Honduras and Nicaragua's North Caribbean Coast Autonomous Region (RACCN) that are used to prepare national restoration operating plans for negotiations with key productive sectors. In West Asia, four workshops were completed to 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. The Participatory Rangelands and Grasslands Assessment methodology (PRAGA) has been tested in Kenya to guide investments in rangeland restoration and protection. A number of World Heritage Sites (Sinharaja, Bwindi, Kvarken, Dolomites, Machu Picchu, Kinabalu, Beech Forests, Comoé) have received training to define benefits.

In 2019, **IUCN will develop guidance for the use of PiN in the context of the Standard on Access and Restriction.** IUCN will also seek funding to initiate pilot tests in two landscapes. The PRAGA methodology will be applied in in four more countries (Uruguay, Burkina Faso, Niger and Krygyzstan). IUCN will also develop a white paper with draft indicators on human wellbeing and sustainable livelihoods. In East and Southern Africa, IUCN will disseminate FLR findings of countries in the region to prioritise restoration investments.

The biggest risk in the implementation of Target 22 and more specifically PiN is financial. IUCN will enhance its fundraising efforts to ensure the application of this knowledge product in the field.

Target 23 – Nature based Solutions Standard - Expected status by end 2019: Progress towards target but at an insufficient rate[14]

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Collection of evidence base to select NBS case studies	Case studies were not tested	Further identification of 2 case studies	Operational: Due to the rapid expansion of the NBS project portfolio, many actors and organisations of the NBS community in the EU are taking ownership of this concept without recognition of IUCN's work

Technical: Inability to mobilize expert on NBS in North Africa |

In 2018, IUCN made some progress in the development of the NBS standard by identifying its principles and mapping them to relevant standards and guidelines, but it need to invest on its applicability on the ground. Two case studies produced will be used to test the NBS framework. IUCN has also contributed to the establishment of an NBS Community of Practice through the first year of the H2020 GrowGreen project. These activities have included ongoing communications around nature-based solutions for climate and water resilience in cities and presenting the project and IUCN's NBS work at several events. IUCN is also involved in consortiums for new H2020 proposals related to NBS, including developing links between the European Union and the Community of Latin American and Caribbean States (CELAC) countries for NBS. IUCN has also organized workshops in Tunisia and Morocco to establish a roadmap on the development of concept notes of NBS projects to implement their NDCs. Finally, IUCN will organise a joint conference on NBS in December 2018 with Plan Bleu, Tour du Valat and Conservatoire du Litoral at which selected case studies on NBS will be presented, including from urban areas.

In 2019, IUCN will continue with the development of the NBS standard by publishing a paper on NBS principles; revise a paper on the relationship between NbS and similar concepts; and develop a research proposal for testing the NbS standard in case-studies. IUCN will also continue to contribute to the establishment of a NBS Community of Practice and will apply for the upcoming H2020 call for tender to coordinate the EU multi stakeholder platform for NBS. In the Mediterranean region, IUCN will identify NBS experts in the Maghreb and will organize a meeting with Moroccan and Tunisian authorities and International Financial Organisations (IFOs) on NBS.

Risks for the implementation of Target 23 are operational and technical. At the operational level, the ongoing process for the development of the IUCN NbS standard presents a good opportunity to increase the visibility of IUCNs leading role in upscaling the use of NbS, engaging with key stakeholders, including the EU institutions. At the technical level, IUCN will seek to organize trainings on NBS in North Africa to form experts.

Target 24 – Nature based solutions support tools - Expected status by end 2019: Achieved

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Costs and benefits of enhanced landscape management analysed	Analysis produced demonstrating costs and benefits of different restoration approaches in Colombia and Peru	An additional one in Argentina	No significant risks identified under this Target

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[14] In the IUCN Annual Report 2017, indicator 23 was mistakenly reported as achieved owing to the misinterpretation of the indicator definion.

In 2018, **IUCN showed good progress in the application of NBS support tools,** including Forest Landscape Restoration assessments and the Restoration Opportunity Assessment Methodology (mainly reported under Target 29 on Restoration), Ecosystem based adaptation (EbA) related assessments, cost-benefit analysis, etc. IUCN produced publications on EbA evidence and Policy in Chile and Peru and two cost-benefit analysis studies from FLR assessments in Colombia and Peru. EbA knowledge on Mt. Elgon Uganda side used to support the planning process for the vulnerability assessment on the Kenyan side on Mt. Elgon Chepkitale National Reserve. IUCN also supported Kenya's national FLR strategy development process by performing an economic analysis of the intervention options identified in the national strategy. The Uganda Ecosystem Based Adaptation case study and policy brief was widely disseminated in national, regional and international platforms, including the Flagship EbA website hosted by UNEP among others. IUCN has also contributed to advising the EC on a strategic approach to green infrastructure planning and development and integrating ecosystem services into decision making. Specifically, IUCN has provided case studies illustrating potential approaches and their benefits. IUCN provided policy guidance to Mozambique, Ecuador, UAE/Abu Dhabi and Madagascar on the use of Blue Carbon and Ecosystem Service approaches for coastal carbon management.

In 2019, IUCN will continue with the implementation of these activities at the regional level, in addition to one cost-benefit analysis study of planned FLR assessment in Argentina; the implementation of EbA measures in Chema Subcounty and Kapchesome subcounty) in the Sipi catchment, Mt. Elgon.

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

Target 25 – Nature based solutions incentives - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
On-ground conservation action by local communities in partnership with government supported in Mexico	1,253 ha. of pine forest protected under CONAFOR	No activities planned in 2019	No significant risks identified under this Target

In 2018, **IUCN showed good progress in promoting ecosystem stewardship.** Examples include the Community Environment Conservation Fund (CECF) which has been considered as one of the main restoration incentive approaches to be promoted in Uganda. A total of 127 villages will receive CECF funds. In a buffer zone in the Chiamani reserve in Mozambique, 1,171 farmers (58% women) are benefiting from ecological agriculture initiatives including commercial agriculture and beekeeping. In Cahoacán, Mexico, IUCN supported the protection of 1,253 ha of mesophilic-low elevation pine forest and agroforestry systems through the National Forest Commission (CONAFOR) Payment for Environmental Services Programme. Other co-management and benefit sharing mechanisms have been implemented in Nepal, Bangladesh and Burkina Faso.

In 2019, the CECF will be implemented as a restoration measure in the Awoja and Aswa catchments and it will also be rolled out in three new sites in Uganda. In the buffer zone of the Chimanimani Conservation Area, IUCN will establish community environmental conservation fund in 2 pilot sites and will consider scaling up as the uptake happens in different areas. The active CEPF grants support the piloting and strengthening of co-management and benefit sharing mechanisms in priority geographies - the Sino-Vietnamese Limestone Mountains, the Tonle Sap Lake and Inundation Zone, the Mekong River and Major Tributaries, the Hainan Mountains, and in Myanmar. The Commission on Environmental, Economic and Social Policy (CEESP) will build a coalition to support environmental defenders.

Target 26 – Nature based solutions inclusion and participation - Expected status by end 2019: On track

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Analyses on integration of gender considerations into relevant policies completed	5 FLR national working groups established 9 Gender Road Maps developed	+5 FLR national working groups + 4 Gender Road Maps developed	Financial : Lack of funding for the establishment of FLR national working groups

In 2018, IUCN showed good progress in establishing mechanisms for NBS inclusion and participation. Forest Landscape Restoration (FLR) working groups were established in five countries: Rwanda, Burundi, Kenya, Guatemala and El Salvador. IUCN also developed nine gender road maps to deliver FLR strategies that support the active participation of women and youth: five in South America and the rest in Cameroon, Guatemala, Uganda and Ghana. IUCN prepared and implemented adaptation plans with the participation of more than 500 beneficiaries – 250 of whom are women– in Mesoamerica. IUCN trained women, youth and marginalised groups on Sustainable Land Management (SLM) in 8 Great Green Wall countries, Burkina Faso, Senegal, Mauritania, Mali, Niger, Chad, Djibouti and Nigeria. 20 young people in Panama and Costa Rica were trained in climate change and the SDGs.

In 2019, IUCN will establish FLR national working groups in five additional countries; in addition, four FLR and gender strategies will be developed. FLR and ROAM trainings will be carried out in Argentina and Uruguay as part of IUCN's outreach and capacity building in South America. IUCN also expects to engage three more countries to build the capacities of women, youth and marginalised groups in SLM. Gender sensitive training modules will be developed in Mozambique.

The main risk identified under Target 26 is financial. IUCN will enhance its fundraising efforts to ensure the establish of FLR national working groups.

Target 27 – Nature based solutions Finance - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Ecosystem- based Adaptation financing mechanisms implemented	USD 270m mobilised under GEF agreement , no implementation yet	GEF concepts in at least two regions	Legal-political: lack of institutional and political engagement to ensure secure investment in Central and West Africa

In 2018, **IUCN advanced in the establishment of a portfolio that deploys financial mechanisms to deliver nature-based solutions.** The Restoration Initiative (GRI), funded by the GEF, unites ten countries and three GEF agencies - IUCN (lead), the Food and Agriculture Organization (FAO), and the UN Environment Programme – in working to overcome barriers to restoration. USD 270m have been mobilised through TRI in 2018. In Ecuador, IUCN delivered a preliminary management model and a Work Plan to continue the process of establishing a Water Fund as a means to scale-up EbA at the watershed level in Manabi, Ecuador. IUCN is also providing advice to Beyond Med Plastics for its granting mechanism by participating in its project selection process. The IUCN IPO strategy includes actions to build capacities around financial mechanism.

In 2019, IUCN plans to develop GEF concepts that include FLR in two regions as part of the TRI. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism. In addition, ten Central and West Africa countries will identify and promote financial mechanisms for NBS.

The main risk identified under this target is legal-political. IUCN will work with governments and partners in Central and West Africa to engage in this process to ensure secure investment.

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

Target 28 – Nature based Solutions Public and Corporate Investment - Expected status by end 2019: On track

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'.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
50 countries have set LDDN targets	118 countries have committed to set voluntary targets, IUCN supported 75 countries in setting voluntary targets	118 countries to complete LDN target setting, including 75 financed by IUCN	Legal-political: Lack of uptake by corporates and lack of support by industry associations, financial institutions and/or governments.

In 2018, **IUCN made good progress in supporting public and corporate investment for NBS.** Interest- driven partnerships for investment in landscape in growth corridors was demonstrated and investment screening criteria was agreed with SAGCOT. 118 countries have committed to set voluntary Land Degradation Neutrality (LDN) Targets. IUCN, through the GEF, supported the establishment of voluntary LDN targets in 75 countries. MFF is working with the Programme for Environmental Management of the Seas of East Asia (PEMSEA) to develop a Sustainable Business Roadmap (focusing on Indonesia, Thailand, Viet Nam, and Cambodia) for priority coastal industries and supporting development of Blue Economy approaches. In India, IUCN has supported the development of the Biodiversity Policy and Technical Standards adopted by Aditya Birla Group companies, and the implementation on management plans in eight mining sites of Tata Steel. IUCN has also developed new business relationships with Engro Energy, Toyota Motors, ENEL, Newmont Mining, Anglo American, among others to influence their practices and reduce biodiversity loss.

By the end of 2019, **all 118 countries will complete the LDN target setting,** including the 75 financed by IUCN. IUCN will continue to engage with the business sector to create the enabling conditions for change. In at least two Pacific Island countries, IUCN will support the development of marine planning guidelines and a marine spatial plan for biodiversity conservation and the sustainable delivery of ecosystems goods and services.

The main risk identified under Target 28 is legal-political. IUCN will work with committed players and associations to demonstrate the benefits, value and feasibility of such approaches to ensure successful uptake of its work.

Target 29 – Restoration - Expected status by end 2019: On track

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
On-ground restoration action promoted	13m ha. identified under FLR in 6 countries	Additional 10m ha identified	Legal-political: In Asia, lack of interest, insufficient understanding of the Bonn Challenge

In 2018, **IUCN made good progress in the implementation of restoration processes.** IUCN continued promoting commitments to the Bonn Challenge, including new additions from Cameroon and Chad with a commitment to restore 12m. ha and 5m ha. respectively. IUCN also organized the Third Bonn Challenge High Level Round Table in Brazil. IUCN is working in 35 jurisdictions in 26 countries to support ROAM assessments as knowledge product reports. The World Bank used ROAM methodologies in six AFR100 countries. The latter is a country-led effort to bring 100m hectares of deforested and degraded landscapes across Africa into restoration by 2030. IUCN identified 13m ha.

under FLR in 6 countries (Brazil, El Salvador, Mexico (Quintana Roo), Rwanda and the United States). IUCN also produced three toolkits (ROOT, Gender and FLR biodiversity guidelines) and three publications on FLR & food security; smallholders; and Value for money.

In 2019, IUCN will launch the third Bonn Challenge report with data of six countries/landscapes. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also aims to clearly document the development and use of ROAM data in 20 countries. IUCN plans to identify additional 10m ha under FLR, and at least one Asian country will commit to the Bonn Challenge. The China Mangrove Strategy will be developed.

The main risk identified under Target 29 is legal-political. In Asia, the most promising countries will be prioritised and key government officers will be briefed about the Bonn Challenge, through the provision of information material.

T**arget 30 – Nature based solutions from intact ecosystems - Expected status by end 2019: On track**

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.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Ecotourism revenue generation strategies developed	13 PAs in the Mediterranean include a revenue generating activity	Training on ecotourism as a revenue generating activity for all 13 Pas	Financial: changes in donors' thematic and programmatic priorities limit the continuity of the process of establishment of the Municipality Conservation Area in Ecuador
Guidance for establishment of conservation area developed	Municipality Conservation Area in Ecuador + 2 agreements under development in the East Melanesian Islands	+ 3 sites in the East Melanesian Islands	

In 2018, **IUCN advanced on its work to support NBS from intact ecosystems.** However, all these efforts need to be further documented to be able to report on them. Highlights include the establishment of one Municipality Conservation Area in Ecuador and the identification of 4,000 ha for protection as part of this designation. IUCN is also developing community agreements in two sites in the East Melanesian Islands (Choiseul and Santo) to designate new conservation areas. In the Mediterranean, IUCN supported 13 protected areas in the Mediterranean to include a revenue generating activity in their ecotourism offer.

In 2019, will continue with the designation of community areas in at least three sites in the East Melanesian Areas. In the Mediterranean, IUCN will train the 13 PAs on ecotourism as revenue generating activity.

The main risk identified under Target 30 is financial. IUCN will Explore alternative funding opportunities for scaling up actions in territory.

4. Corporate development

This section outlines the key 2019 priorities for the IUCN Secretariat's corporate functions.

4.1 Strategy and Partnerships

The **development of the Programme 2021-2024** is a key priority for setting the strategic direction for IUCN in the next decade. The Director General's Strategic Orientations for 2018 call for a Programme that is ambitious, vibrant and solutions-driven; outward looking; development-centric; championing gender; engaging indigenous people; and results focused. Key milestones for 2019 will include: the review by Council of the first draft of the Programme (April 2019); consultations of Members and key stakeholders (donors and partners) (May-August 2019); organisation of Regional Conservation Fora (also May-August 2019).

The IUCN Secretariat will make major improvements in **program planning, portfolio management and evaluation**. Following improvements in project governance made in 2018, the Planning, M&E and Risk Unit will accelerate the adoption and practice of enhanced approval, supervision and completion procedures in 2019, including the adoption of project ratings. We expect to launch a digital project management package building upon the learning from the application of the tools in the Project Guidelines and Standards (PGS). Improved supervision should create efficiencies across mid-year review and planning processes and enable a shift to a results-based annual work plan by 2020. To support a shift from managing expenditures to managing for results, new performance monitoring standards will be adopted in application of the Monitoring and Evaluation Policy. We also expect to adopt a set of harmonized standard impact indicators to enhance the ability of the Secretariat to tell an impact story at the portfolio level. A new Evaluation Strategy will be drafted to systematically address learning as well as accountability.

The IUCN Secretariat will continue to strengthen its **partnerships with Framework and Programme partner**s. In 2019, the Global Strategic Partnerships Unit will ensure that resource mobilization efforts are strategic and well-coordinated across the Secretariat. Multi-stakeholder partnerships will be built and funds mobilized to support strategic priorities identified in the 2019 Work plan.
IUCN's framework partnerships will be effectively managed and additional restricted funding will be secured from Framework Partners. IUCN's earmarked *(programme)* income must be increased. The quadrennial External Review of IUCN starting at the end of 2019 will be a key determinant of continued support. The donor base is both diversified and deepened through enhanced engagement with bilateral donors, multilaterals agencies and foundations. In addition, IUCN Secretariat will expand its Junior Professional Officer (JPO) programmes with bilateral donors. Enhanced core funding through major gifts from High Net Worth Individuals is expected as well, driven by the implementation of IUCN's new Patrons of Nature strategy and bequests programmes. The development of the IUCN 2021-2024 Programme and the resource mobilization strategy for the IUCN World Conservation Congress will be leveraged to create momentum towards building impactful partnerships.

The **IUCN North America office** will continue to deepen its engagement with US and Canadian Government funding agencies, especially the State Department and USAID, and closely monitor of the US Government support to conservation. Substantially increased engagement with US Foundations is also expected, including significant extra resources generated for relevant program activities. In 2019, contacts with Washington-based multilateral finance institutions, including the World Bank, the Inter-American Development Bank and the International Finance Corporation will be increased.

IUCN continues to pursue this model of strategic relations with the EU and will continue to focus on direct agreements through its various programs and Regional Offices. At the same time, the IUCN secretariat, with strategic support from the Brussels office, continues to collaborate with the EU Delegations and apply to calls for proposals to seek support for IUCN's regional offices and global programs. Moreover, the Brussels office will continue to follow and inform the political discussions of progress on the new Multiannual Financial Framework (MFF) after 2021 including the new EU instruments to be agreed upon before the EU elections, according to the official schedule.
IUCN continues to pursue the indirect financial management status(formally known as IO status) and will present the final pillar-assessment to achieve this status.

The development of the **strategic engagement for GEF and GCF** operations will remain a key focus in 2019. A GEF/GCF Strategy Group at management level, and a more technical group, will play a key role in steering the development and implementation of a strategic portfolio of IUCN support to countries via its GEF and GCF interventions. This work will build on major initiatives of IUCN and its expertise with the view to scaling up efforts in countries. It will also work to build in innovative ways of working with the private sector and harnessing investment opportunities with the aim of having a more transformative portfolio within the GEF and GCF. The GEF/GCF Coordination Unit mobilizes IUCN's contribution to GEF Council meetings (twice a year) and GCF Board meetings (twice a year) with the aim of ensuring IUCN projects are part of each work programme reviewed by the relevant governing bodies of these financial mechanisms. It will coordinate and participate to GEF Secretariat interagency meetings. In particular, the Unit contributes to the harmonization and improved consistency of safeguard systems among IUCN members and other GEF agencies. The strategy for IUCN GEF and GCF operations calls for the development and use of procedures and tools to identify, appraise, manage and supervise projects implemented. Four new concepts will be submitted to the GCF for consideration and at least one IUCN project is reviewed (and endorsed) at each GCF Board meeting. The portfolio of GEF approved projects (15 projects worth USD 60 million) must disburse according to IUCN and GEF procedures. In 2019, refined procedures for monitoring and oversight of the GEF and GCF portfolio will go into place to ensure IUCN's accountability in the delivery of targeted results.

4.2 Governance, Risk and Controls

In the area of **governance**, two Council meetings will be organized in Gland and, if convened, one meeting of the Bureau between Council meetings. The External Review of Aspects of IUCN Governance to be finalized in January 2019 will be a major milestone for the year. The Council Handbook, revised following the 2016 governance reforms, was approved in April 2018. The Office of the Legal Adviser will support the Council and its subsidiary bodies (in particular Bureau and GCC) in relation to the proposed improvements of IUCN's governance and with revising of related necessary draft amendments to the Statutes and Regulations. The Governance Officer will support Council in approving reforms, if any, required following the External Review.

The reform of the Congress motions process is well underway, supported by a task force of the GCC. Priority for 2019 will be to obtain the approval of the relevant IUCN Members of the reform proposals that Council will decide at its 95th meeting. This will enable to launch the motions process in May 2019 and manage it, including launching the online discussion in December 2019, and to launch the call for nominations for the 2020 elections in September 2019 and subsequently manage the nominations process, supporting the Election Officer, until hand-over to Council in January 2020. The Office of the Legal Adviser will also support the Task Force of the GCC on the Motions' process, reviewing the drafts of any amendments to the Statutes and Regulations.

The year 2019 will see the implementation of the new **Membership** Strategy, including the recruitment of more State and IPO Members. Considerable efforts will be dedicated to the preparations of the Regional Conservation Fora. The Union Development Group will finalise the Membership dues reassessment process and update Membership brochures and launch the Membership newsletter.

The **Enterprise Risk Management** (ERM) Policy for the Secretariat was adopted by Council in 2018. Because IUCN delivers its contribution to the Programme through projects, project risk management is an essential pillar of ERM for the Secretariat. In 2019, project risk management will be fully integrated into the Project Guidelines and Standards (PGS). Successful implementation of project risk management rests on (1) embedding a risk culture, and (2) accountability for risks. The main effort of the Planning, M&E and Risk Unit will be on capacity development of staff as a precondition for the use of advanced Governance, Risk and Control systems. Decision meetings for large projects and periodic reviews of project portfolios will consider risk dimensions. We plan to pilot and showcase innovative risk management tools adapted for conservation in 10 projects to create a demonstration effect throughout the project portfolio. By combining mainstreaming of risk into procedural, cultural and organizational practices, we expect business owners to see improvements in their risk profile and an enhanced ability to take risk-informed decisions.

The IUCN Secretariat benefits from proven **Environmental and Social Management Standards** (ESMS) for project development and implementation. The Secretariat, with support from CEESP, will explore the integration of governance-related risks in the ESMS. In conjunction with the development of conservation-adapted ESMS tools and guidelines, the Secretariat will build ESMS capacity through workshops and on-the-job support during the design and implementation phases of projects.

The Office of Legal Adviser and the Oversight Unit will play a critical role in the implementation of an integrated **governance, risk and compliance** framework. The Oversight Unit provides assurance on internal control, risk management and governance processes. In 2019, it will continue providing planned and unplanned assurance, advisory and investigations services, carry out fraud risk assessments, and follow-up on the status of management's implementation of internal audit recommendations. Information and training on the internal control systems, anti-fraud and corruption will be integrated into the initiative on capacity development for risk management. The anti-fraud and corruption policies and procedures will be updated. The Office of the Legal Adviser will continue to support all corporate units in achieving results while addressing uncertainty and acting with integrity.

4.3 Resource Management, People and Culture

In the area of **financial management**, the Chief Finance Officer will continue rollout of the cash management project, increasing the number of office using electronic banking with host to host connections to 10. Foreign exchange management processes are currently being improved and will be fully implemented in the first half of 2019. The NAV financial system will be upgraded by June 2019. The finance function will continue making improvements to management reporting. A revised version of the global management report will be launched in Sept 2018 which will track performance against targets. In addition, an automated reports distribution system will be launched for project financial management. In relation to project finance, priorities of the Global Programme Operations Unit (GPOU) for 2019 include improvements to the project budget framework building on work performed in 2018, and the rollout of the first phase of the time management system. This will be followed by a 2nd phase that will include the development of a resource planning component.

Major improvements in **Information Systems** are expected in 2019. The upgrade of the ERP system will be completed and we will start the development of 2020 Congress Applications. The Secretariat will continue to optimize the Global Wide Area Network (GWAN) and common infrastructure, and expand in new locations. We will continue the implementation of a new Digital Workplace across GWAN locations. The Programme and Project Portal will be further developed to enhance results reporting and project management tools. We will implement a new Knowledge Management approach focusing on ease of search of information within IUCN repositories.

Human capital is the most precious resource of the IUCN Secretariat. the Human Resources Management Group will support a shift from a Vacancy Management to a Workforce Planning approach, whereby Senior Management and each unit/regional management teams adjust their staffing, mobility and development plans based on IUCN's operational needs. Furthermore, HRMG will establish a Talent Management suite of interconnected HR products and initiatives including: performance management, staff mobility (functional & geographical), development assignments, high-potential program and common onboarding & offboarding programs. Following the adoption of corporate competency framework in 2018, it will train Managers and Directors on the use of the Corporate Competency Framework and its implications for Recruitment, Talent Reviews and Succession Planning. It will launch and socialize the new Career Development Framework along administrative, technical and managerial streams across job families and grades. It will consolidate of the New Leadership Development programme. Further consolidation of application of HR policies across all our country offices is expected.

4.4 Communications

Throughout 2019, the Global Communications Unit (GCU) will continue its advisory work on IUCN's identity and messaging. The development of a clear corporate identity and core value proposition, coupled with a lack of communicable content in support of IUCN's corporate positioning are the greatest challenges IUCN faces in relation to communications. GCU will continue to bring programmes under a more cohesive **corporate communication strategy** by continuing the matrix management system and better aligning programmatic communicators with corporate-level communications. In 2019, GCU will also continue to enforce, encourage use of, and provide trainings related to the Social Media, Media Relations and Web Governance policies, style guide and Writing for the Web guide, as well as the new Guide to Media Relations and Shorthand Guides, and Content Strategy, all recently completed. Social media, media relations, multimedia and content strategy will be a focus of larger GCU efforts to train, coordinate and draw upon the larger group of IUCN communicators in programmes and regions. GCU will continue to ensure programme and regional communicators understand and follow the various IUCN communications policies and other best practices.

IUCN's **corporate media relations** remain significantly above industry standard. The Unit will strive to maintain this in 2019. Project-based communications will benefit from continued seminars and trainings on writing press releases and broader press relations on the back of the *Guide to Media Relations* issued in 2018. As the Congress in Marseille approaches, outreach to media and efforts raise visibility of the Congress with press audiences will increase.

The GCU will refine and begin implementation of a communications strategy for the 2020 World Conservation Congress in Marseille. As the year progresses, this is likely to represent and increasing share of the Unit's workload. The WCC is a unique opportunity to enhance a **Union identity**. In 2019, GCU aims to increase the profile of IUCN as a Union beyond the WCC. We will continue to build profile with French press in advance of the 2020 Congress.

The primary goal for corporate **social media** efforts in 2019 is to continue implementation and fine tuning of the social media strategy to make better use of social media in achieving overall IUCN communications objectives. GCU will continue to maintain website but, due to a maintenance-only budget, will not be able to make improvements. GCU will use its custom Twitter monitoring tool developed in-house in 2018 to continue to refine its Twitter efforts and will begin development of a similar tool for Facebook monitoring. GCU will continue to use Twitter news alerts to target journalists and expand the use of content created specifically for social media. It utilises in-house resources to create a variety of micro-content such as quote images, basic graphics and simple videos to help IUCN content stand out in the crowded social media environment.
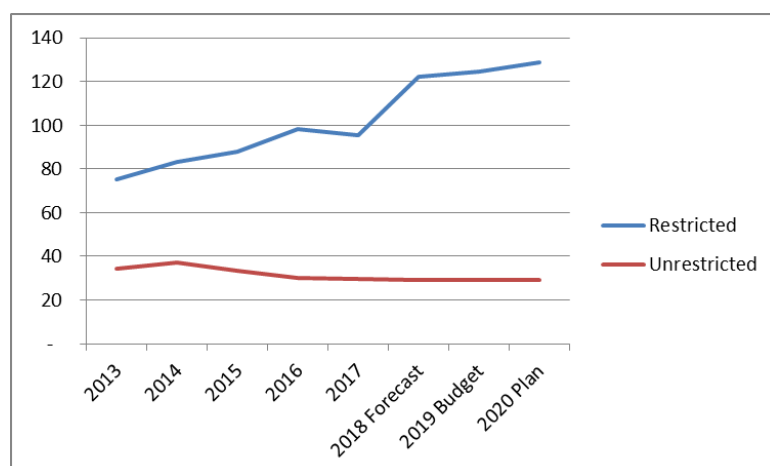
Part II: THE IUCN BUDGET FOR 2019

1. Summary

The 2019 budget reflects a rising level of restricted income (project income) and a stabilization of the level of unrestricted income (core income)[15] as shown in

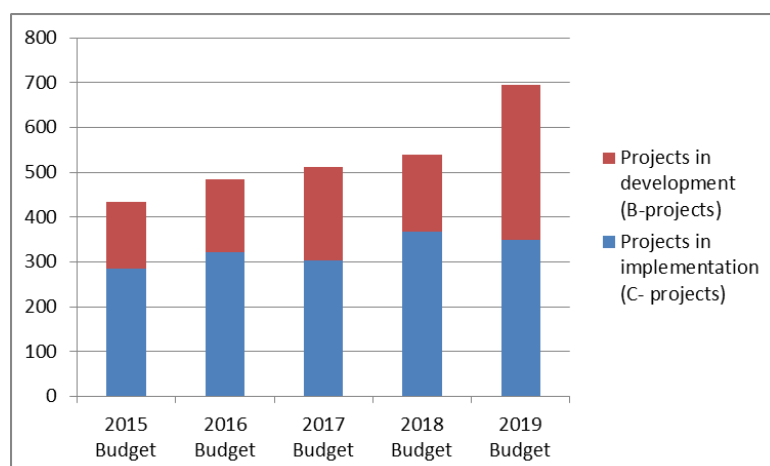Figure 6: Income trends, **CHFm** below.

Figure 6: Income trends, CHFm

2017 saw a levelling off of project restricted income. However, this is expected to be temporary in nature as the project portfolio is showing strong growth as noted in

Figure 7: project portfolio, gross contract values, **CHFm** below.

Figure 7: project portfolio, gross contract values, CHFm

Although the value of signed contracts (C projects) that will be implemented in 2019 is slightly lower than comparable numbers for the 2018 budget, there are several major projects that are in development which are expected to result in signed contracts before the end of 2018.

The overall growth in the project portfolio (C and B projects) is driven by access to the Global Environment Facility (GEF) and the Green Climate Fund (GCF) funds and by focusing on large-scale programmatic initiatives that are well aligned with donor priorities. Significant resources are being

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[15] The terms restricted income and project income, and unrestricted and core income are used interchangeably in this document.

received from the GEF, European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

The expected evolution of the GEF/GCF portfolio is shown in

Figure 8: Evolution of the GEF/GCF portfolio, **CHFm** below. The current value of the GEF portfolio (excluding agency fees) is CHF 45m and this is set to rise to CHF 62m in 2019. The GCF portfolio is still at an early stage of development. The first project (CHF 22m) is expected to be approved in October 2018, followed by several major projects in 2019 and 2020 resulting in a projected portfolio of CHF 250m by the end of 2020.

Figure 8: Evolution of the GEF/GCF portfolio, CHFm
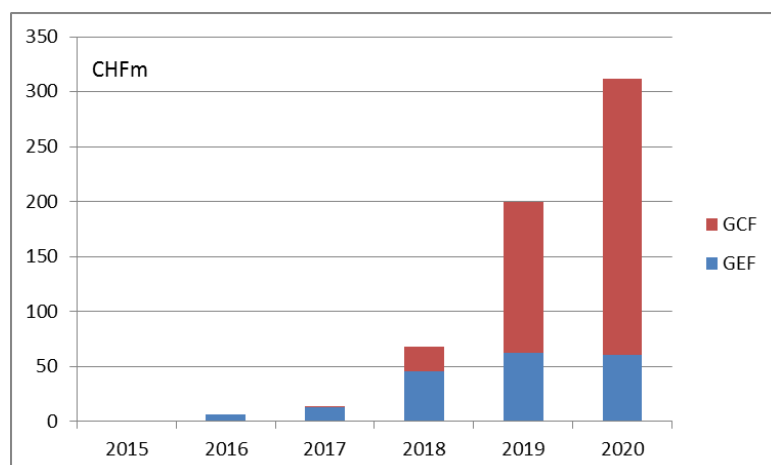
There is a significant lag – often up to one year - between project approvals and actual expenditure being incurred and hence the level of agency fees that is budgeted to be earned in 2019 is only CHF 1m, though this is expected to increase to CHF 3.5m in 2020, as shown in

Figure 9: Evolution of GEF/GCF agency fees, **CHFm**, provided projects in the pipeline are approved as forecast.

Figure 9: Evolution of GEF/GCF agency fees, CHFm
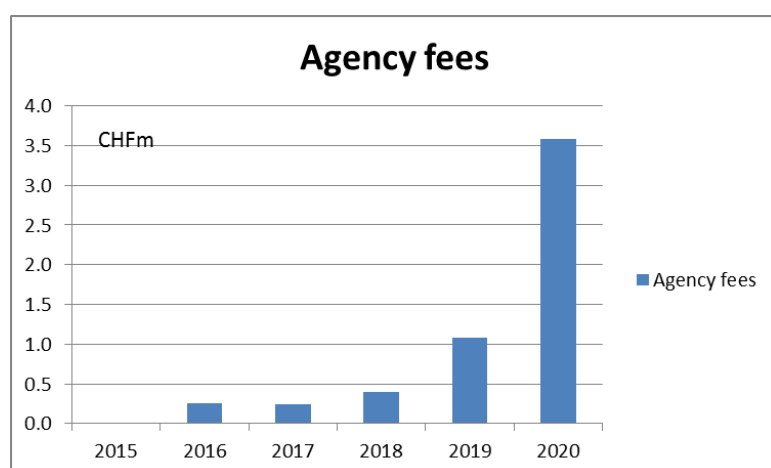
Unrestricted income has stabilized. Membership dues remain at a similar level to 2018 as does Framework income. There is a marginal increase in other unrestricted income from CHF 6.3m forecast in 2018 to CHF 6.5m in 2019 reflecting growth in the Patrons of Nature initiative.

Investment of core resources in global and regional programme remains at a similar level to 2018 with no significant changes to the distribution. IUCN continues to invest in improving systems and

processes to improve efficiency, ensure programmatic alignment of its portfolio and to demonstrate delivery.

Table 11: Budget summary below shows the total budget broken down into its two components: the core budget and the project budget.

Table 11: Budget summary

CHF m	2017 Actual	2018 Forecast	2019 Budget	2019 Plan
Core budget				
Income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	**67.1**	**70.2**	**67.8**	**68.0**
Expenditure	66.0	70.2	68.9	67.0
Operating result	**1.1**	**-**	**(1.1)**	**1.0**
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	**(0.1)**	**(0.3)**	**0.0**	**1.0**
Project budget				
Income	**95.4**	**122.3**	**124.5**	**120.0**
Expenditure	58.0	81.1	86.0	81.0
Cost recovery	37.4	41.2	38.5	39.0
Total expenditure	**95.4**	**122.3**	**124.5**	**120.0**
Operating result	**-**	**-**	**-**	**-**
Total budget				
Income	125.1	151.3	153.8	149.0
Expenditure	124.0	151.3	154.9	148.0
Operating result	**1.1**	**-**	**(1.1)**	**1.0**
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	**(0.1)**	**(0.3)**	**0.0**	**1.0**

Note: cost recovery is shown as income in the core budget and as expenditure in the project budget. It represents operating costs recharged, or "recovered", from project budgets.

A total expenditure budget of CHF 154.9m is proposed for 2019. This compares to a 2018 forecast of CHF 151.3m and the 2017-20 Financial Plan projection of CHF 148m.

The budgeted operating result for 2019 is a deficit of CHF 1.1m and a breakeven result after taking into consideration budgeted transfers from designated reserves. The transfers from designated reserves represent the drawdown of funds set aside in previous years for 2019 expenditure in respect of the Regional Conservation Fora, Congress preparatory costs and the External Review.

The core budget is slightly lower than the 2018 Forecast (2019 budgeted expenditure of CHF 68.9 vs 2017 forecast expenditure of CHF 70.2). This is a result of lower levels of cost recovery from the project portfolio and represents a progressive shift towards grant making and working through partners (e.g. as an implementing agency of the GEF and GCF), and away from direct project execution. This require less IUCN staff time as a proportion of total project costs.

The project budget shows a marginal increase from a forecast of CHF 122.3m in 2018 to CHF 124.5m in 2019, reflecting steady growth of the project portfolio.

2. Core income and expenditure

Table 12: Core income and expenditure below provides a summary of the core income and expenditure budget.

Table 12: Core income and expenditure

CHF m	2017 Actual	2018 Forecast	2019 Budget	2019 Plan
Membership dues (net of provisions)	11.4	11.4	11.5	13.0
Framework income	12.5	11.3	11.3	10.0
Other unrestricted income	5.8	6.3	6.5	6.0
Total core income	**29.7**	**29.0**	**29.3**	**29.0**
Cost recovery	37.4	41.2	38.5	39.0
Total income	**67.1**	**70.2**	**67.8**	**68.0**
Operating expenditure	65.5	69.6	68.3	67.0
Other income and expenditure	0.5	0.6	0.6	
Total expenditure	**66.0**	**70.2**	**68.9**	**67.0**
Operating result	**1.1**	**-**	**(1.1)**	**1.0**
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	**(0.1)**	**(0.3)**	**0.0**	**1.0**

The budgeted operating result for 2019 is a deficit of CHF 1.1m and a breakeven result after taking into consideration transfers from designated reserves.

Transfers from designated reserves represent funds set aside in previous years for events and expenditure that will be incurred in 2019; namely the Regional Conservation Fora, Congress preparatory costs and the External Review.

2.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarized in Table 14: Membership dues (CHF m) below.

Table 13: Core income summary (CHF m)

CHF m	2017 Actual	2018 Forecast	2019 Budget	2019 Plan
Membership dues (net of provisions)	11.4	11.4	11.5	13.0
Framework income	12.5	11.3	11.3	10.0
Other unrestricted income	5.8	6.3	6.5	6.0
Total core income	**29.7**	**29.0**	**29.3**	**29.0**

Core income is budgeted at CHF 29.3m; in line with the 2018 forecast and the 2019 plan.

2.2 Membership dues

Table 14: Membership dues (CHF m)shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 14: Membership dues (CHF m)

CHF m	2017 Actual	2018 Forecast	2019 Budget
Membership dues	11.7	12.0	12.0
Provision for non-payment	(0.3)	(0.6)	(0.5)
Net Membership dues	**11.4**	**11.4**	**11.5**

Gross Membership dues are budgeted at CHF 12.0m in line with 2018. A provision of CHF 0.5m (2018: CHF 0.6m) has been budgeted for the non-payment of Membership dues. This is a management estimate based on previous years' experience.

2.3 Framework income

Framework income is budgeted at CHF 11.3m (2018 forecast: CHF 11.3m).

Of the total, CHF 8.7m 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 1.9m is programmatically restricted.
No amounts have been budgeted for new framework partners that may join IUCN in 2019, although new relationships with potential partners will continue to be explored.

2.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 6.5m. This comprises various items as shown in Table 15: Other unrestricted income.

Table 15: Other unrestricted income

CHF m	2017 Actual	2018 Forecast	2019 Budget
Government tax exemptions	1.3	1.4	1.4
Rental income and services	1.5	1.7	1.7
Patrons of Nature	0.7	1.0	1.3
GEF and GCF agency fees	0.2	0.5	0.5
Deferred income	0.5	0.5	0.5
Other income	1.6	1.2	1.1
Total	**5.8**	**6.3**	**6.5**

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). Patrons of Nature are expected to contribute CHF 1.3m in 2019. IUCN currently has 8 patrons that provide financial contributions and this is expected to increase further in the latter part of 2018 and in 2019.

GEF and GCF agency fees of CHF 0.5m have been budgeted in 2019. This is a based on the current GEF/GCF portfolio and the expected date of approval of project concepts by the GEF Council and GCF Board. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects and 7% of the value of GCF projects. Approximately 50% of the agency fee is budgeted as core

income where it is used to fund the GEF/GCF Coordination Unit and HQ services. The remaining 50% funds project development, 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 recognized over the life of the assets concerned. Other income reflects various amounts received by regional and country offices.

2.5 Operating expenditure

Operating expenditure (Table 16: Operating expenditure) is budgeted at CHF 68.3m (2018 forecast: CHF 69.6m). 80% of costs are staff costs and 20% other costs. The ratio is similar to the previous two years.

Staff costs are slightly lower than forecast for 2018, despite a growing project portfolio. This reflects a shift in the delivery model whereby a greater of proportion of projects is implemented by partners.

Travel costs are budgeted as CHF 3.5m (2018 forecast CHF 2.8m). The increase is due to the Regional Conservation Fora (RCFs) which will take place in 2019. 100% of the budgeted cost of the RCFs (CHF 0.75m) is budgeted under travel and conference costs.

Table 16: Operating expenditure

CHF m	2017 Actual	%	2018 Forecast	%	2019 Budget	%
Staff costs	52.0	80%	55.8	80%	54.8	80%
Communication & publication costs	0.3	**0%**	0.3	**0%**	0.2	**0%**
Consultancy & prof. services	2.2	**3%**	2.2	**3%**	1.9	**3%**
Office costs	3.9	**7%**	4.6	**7%**	4.5	**7%**
Travel, hospitality & conferences	2.7	**4%**	2.8	**4%**	3.5	**5%**
Grants to partners	0.5	**0%**	-	**0%**	-	**0%**
Total other costs	13.5	20%	13.8	20%	13.5	20%
Total	65.5	100%	69.6	100%	68.3	100%

2.6 Other income and expenditure

Other income and expenditure is budgeted at CHF 0.6m. It comprises provisions to cover operational risks such as adverse movements in foreign exchange rates and project deficits as detailed in Table 17: Other income and expenditure below. The total amount is similar to that forecast for 2018.

Table 17: Other income and expenditure

CHF m	2017 Actual	2018 Forecast	2019 Budget
Foreign exchange	(0.3)	0.3	0.3
Project deficits	1.1	0.2	0.2
Other income and expenditure	(0.3)	0.1	0.1
Total expenditure	**0.5**	**0.6**	**0.6**

2.7 Transfers to/(from) designated reserves

IUCN makes annual allocations from income to designated reserves to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2019 budget includes a release from designated reserves of CHF 1.1m. This includes CHF 0.5m to cover expenditure related to Regional Conservation Fora (RCFs), CHF 0.2m to cover Congress 2020

preparation costs, CHF 0.1m to cover the External Review and CHF 0.2m to cover information systems investments. These amounts are combined with any additional budgetary allocations made in 2019.

Table 18: Allocations to/(from) designated reserves

CHF m	2017 Actual	2018 Forecast	2019 Budget
World Conservation Congress and RCFs	0.5	0.3	(0.7)
External and Governance Review	0.1	-	(0.1)
Information Systems Investments	0.4	-	(0.2)
Commission Operating Funds	0.2	-	(0.1)
Total expenditure	**1.2**	**0.3**	**(1.1)**

2.8 Allocation of Core Income

Table 19: Core expenditure and related funding sources below shows the total core expenditure budget and how each of the different components is funded.

Table 19: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programmme support	Corporate support	Total
Expenditure	**25.8**	**22.2**	**8.3**	**12.6**	**68.9**
Internal service charges	1.4	0.3	(0.1)	(1.6)	-
Total expenditure	**27.2**	**22.5**	**8.2**	**11.0**	**68.9**
Funding					
Membership	1.5	1.6	3.6	4.8	11.5
Framework	3.8	6.5	0.8	0.2	11.3
Other unrestricted	1.0	0.7	0.6	4.2	6.5
Core income	**6.3**	**8.8**	**5.0**	**9.2**	**29.3**
Cost recovery	21.1	13.7	2.4	1.3	38.5
Allocations from reserves	-	0.1	0.9	0.1	1.1
Transfers/adjustments	(0.2)	(0.1)	(0.1)	0.4	-
Total funding	**27.2**	**22.5**	**8.2**	**11.0**	**68.9**

Total core income amounts to CHF 29.3m (see Table 13). 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, evaluation and risk management, 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. The cost of corporate functions are also partly funded through cost recovery and the internal service fee mechanisms operated by IUCN.

Membership dues 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 HQ tenants of CHF 1.3m funds the cost of services provided to tenants.

3. Project income and expenditure

Table 20: Project income and expenditure shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 124.5m compared to a forecast level of CHF 122.3m in 2018. The budgeted level is higher than that foreseen at the time of preparation of the 2017-20 Financial Plan (CHF 120m), reflecting healthy growth of the project portfolio.

Table 20: Project income and expenditure

CHF m	2017 Actual	2018 Forecast	2019 Budget	2019 Plan
Project income	**95.4**	**122.3**	**124.5**	**120.0**
IUCN activities	31.3	39.7	34.4	81.0
Implementing partner activities	26.7	41.4	51.6	
IUCN staff time	30.3	33.3	31.5	39.0
Indirect costs	7.1	7.9	7.0	
Total project expenditure	**95.4**	**122.3**	**124.5**	**120.0**

Figure 10: Project expenditure breakdown below shows trends in the main project expenditure categories.

Figure 10: Project expenditure breakdown
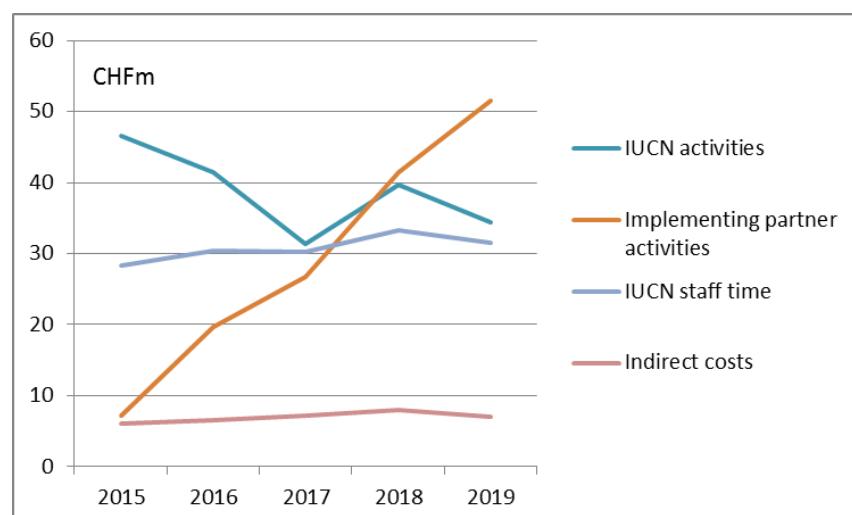
Expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and as a result of the development of the GEF (Global Environment Facility) and GCF (Green Climate Fund) portfolios. This represents a strategic shift that is expected to continue beyond 2019 as funding from GEF and GCF further increases.

Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 41.4m in 2018 to CHF 51.6m in 2019. The majority of this expenditure will be spent through IUCN members.

The budget reflects a growing project portfolio as shown in Figure 11: IUCN project portfolio.
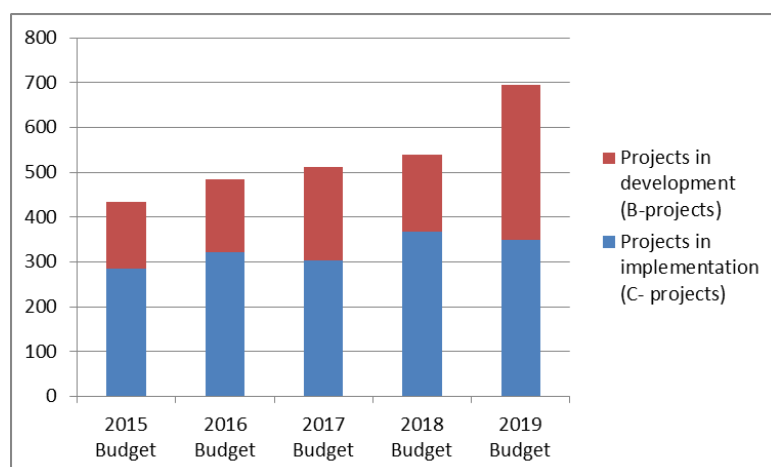
The total value of projects under implementation (C-projects) at the time of budget submissions that will continue into 2019 is CHF 349m, and the value of those at the proposal stage (B-projects) is CHF 346m. B projects are contracts under negotiation that are expected to be signed during the remaining months of 2018 and during 2019. The total value of the portfolio (B+C) has risen by 29% since the 2018 budget exercise. However, it should be borne in mind that not all B-projects reach fruition and some may not start to be executed until 2020.

3.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects. Cost recovery comprises staff time cost recovery and indirect cost recovery. Table 21: Project expenditure and cost recovery shows the 2019 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2018.

Table 21: Project expenditure and cost recovery

CHFm	2019 Budget				2018 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	63.2	22.8	86.0	69%	66.0	16.6	82.6	67%
Staff time	21.9	9.6	31.5	25%	26.1	6.3	32.4	26%
Indirect costs	5.1	1.9	7.0	6%	6.1	1.6	7.7	6%
Total project expenditure	**90.2**	**34.3**	**124.5**	**100%**	**98.2**	**24.5**	**122.7**	**100%**
	72%	28%	100%		80%	20%	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 2019 projects fairly significant staff cost recovery (CHF 31.5m), representing 25% 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. As the GEF/GCF portfolio grows, staff time as a % of project expenditure will decrease.

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.

Projects in development (B-projects). When preparing their budgets, programme units assess the likelihood of projects under development being finalized and a contract awarded. The level of expenditure to be incurred in 2019 is then estimated. This is then discounted to reflect the risk of the contract not being awarded or the risk that the implementation start date will be delayed.

Cost recovery budgeted to be earned from projects in development is CHF 11.5m compared to CHF 7.9m in 2018. Although this reflects an increase in risk, budgets were submitted at the end of August which was significantly earlier than usual. Several major projects are expected to be concluded before the end of 2018.

3.2 Total budgeted expenditure

Figure 12: Breakdown of total expenditure budget by organisational component shows a breakdown of total budgeted expenditure (core plus project) by IUCN organizational component.

Figure 12: Breakdown of total expenditure budget by organisational component
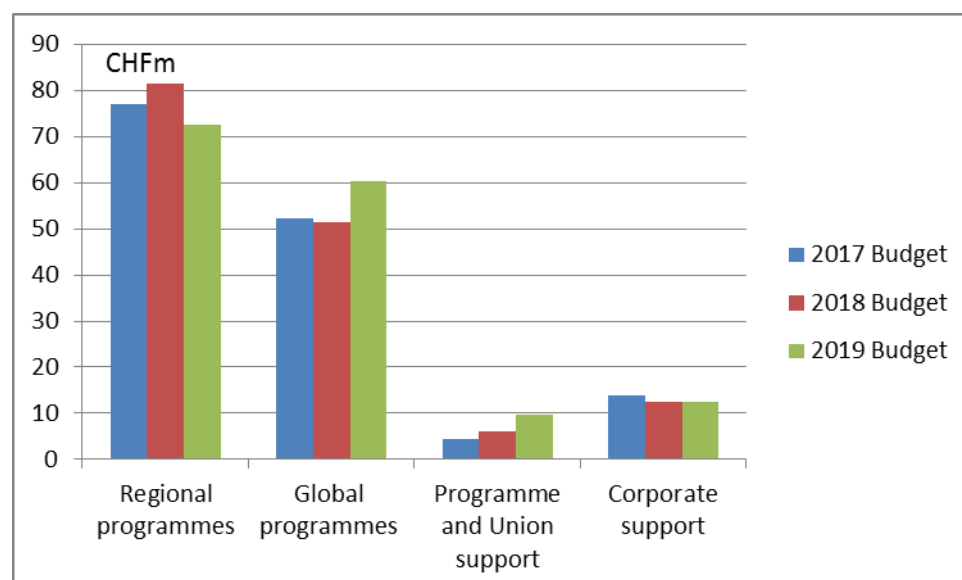
Total expenditure is budgeted at CHF 155m (2018 budget: 151m). Regional programmes show a slight decrease in total expenditure due to a decline in programme levels in the Americas, whereas Global Programme show an increase, primarily as a result of growth in the Species and Protected Areas programmes. The growth in both of these programmes is driven by grant making initiatives.

Programme and Union support also shows an increase due to preparatory work of the Congress and the Regional Conservation Fora that will be held in 2019.

Global programmes generate significant amounts of income to be spent at the regional level – this is included under Regional programmes.

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 13: Total expenditure by programme area and support functions, CHFm below.

Figure 13: Total expenditure by programme area and support functions, CHFm
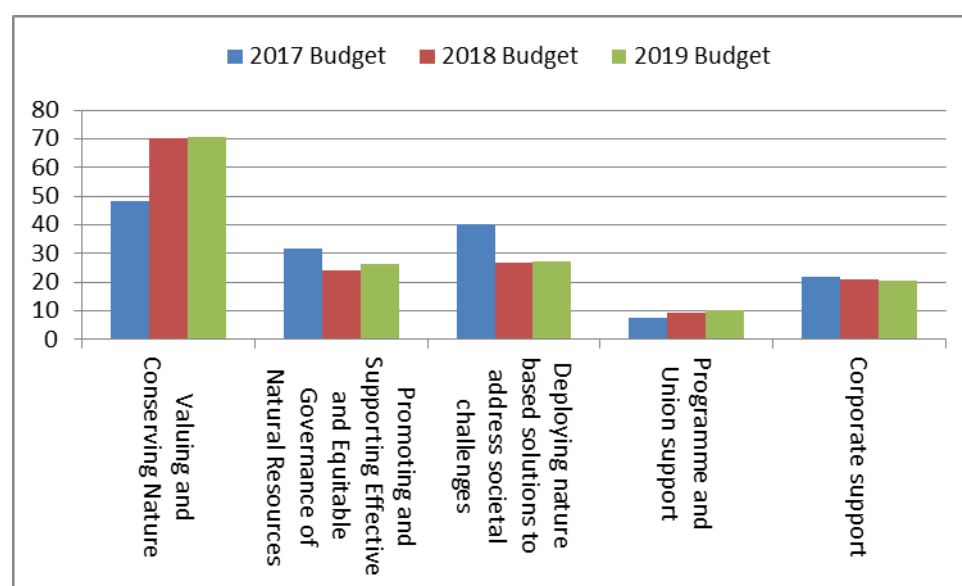
Valuing and Conserving Nature represents the largest area of expenditure (CHF 70m), followed by Deploying Nature-based Solutions (CHF 27m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 26m).

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

Figure 14: Programme and Union Support by function
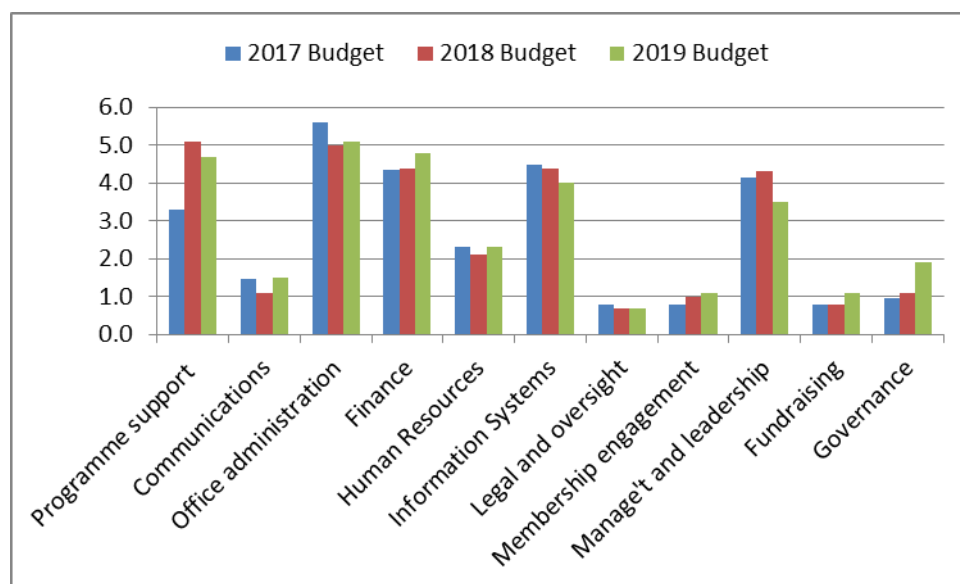
The total cost of programme and Union support (CHF 10.3m) and corporate support (CHF 20.4m) is the cost of these functions across the global Secretariat, including regional and country offices. Programme support increased significantly in 2018 as a result of the setting up of the Global Programmes Operations Unit. In prior years the equivalent costs were shown as direct programme costs. Governance costs will increase significantly in 2019 as a result of the Regional Conservation Fora and Congress preparatory costs.

CHF 1.3m of corporate costs (primarily those related to office administration, but also in respect of finance, HR and information systems) are recovered from HQ tenants.
The attribution of costs to functions is not an exact science and hence some of the annual variation is likely due to individual interpretation of budgeting procedures, particularly in respect of the categories management and leadership and programme support.

3.3 Staffing and staff costs

Figure 15: Secretariat staff shows trends in staffing levels from the year 2013 to the present date. A decrease in total staff numbers from 937 to 823 is foreseen in 2019, a decline of 12%. The decrease is most marked in the Meso-America and Caribbean region where staff numbers are budgeted to fall by 44 reflecting a significant decrease in programme expenditure from CHF 13m in 2018 to CHF 7m in 2019. This in turn reflects several major projects coming to an end. Decreases in other regions reflect rationalization and project staffing requirements. Staff in Gland are projected to increase from 156 to 162 during the course of 2019 as a result of taking on additional staff for Congress preparations.

Figure 15: Secretariat staff
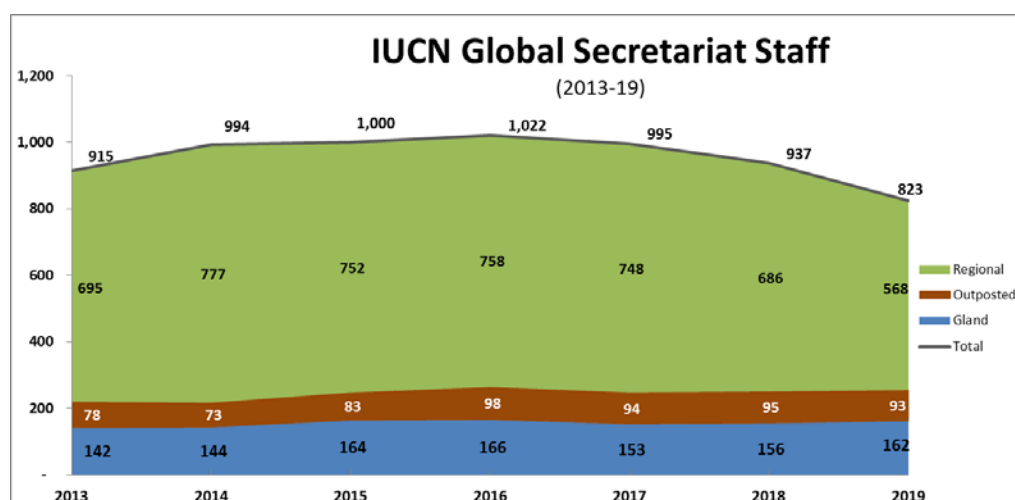
The total budgeted 2019 staffing cost is CHF 54.8m (2018 Forecast: CHF 55.8), a decline of 2%. The decline is not as marked as the decline in staff numbers as the Secretariat undertook a benchmarking survey of its pay scales in 2017 and 2018 and continues to adjust salaries to be in line with the market, subject to budget affordability.

Staff costs are budgeted to be funded as shown in Figure 16: Funding of staff costs.

Figure 16: Funding of staff costs
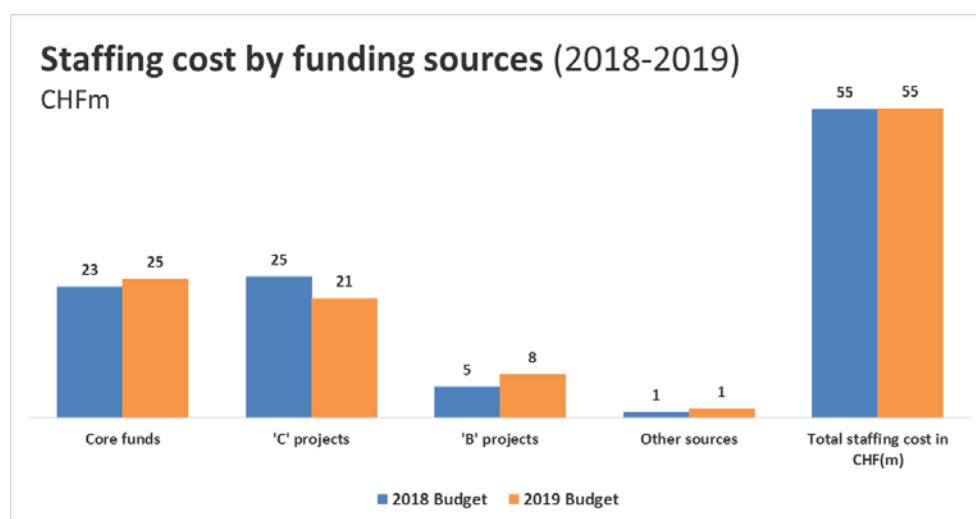
Staff costs funded by core funds is budgeted to increase from CHF 23m to CHF 25m in 2019. This is partly due to additional Congress positions and also positions funded by the French and Korean governments. CHF 8m is budgeted to be funded from "B" projects, i.e. projects currently under negotiation/development which are expected to be signed in the last 4 months of 2018 or during 2019. Although the level of staff costs budgeted to be funded from unsecured income is higher than in 2018, the total value of projects under negotiation is CHF 346m (see section 3) and the overall risk is manageable. 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.

3.4 Investments in Information Systems

IUCN continues to invest in its information systems structure and applications to increase efficiency and control and to provide services to the Union.
Table 22: Information systems initiatives below shows the status of major initiatives:

Table 22: Information systems initiatives

Initiative	Description	Current status	2019 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. Solution in development for small offices	Start rollout of solution for small offices.
Programme and Project Portal	Database of all IUCN projects allowing tracking of project delivery and global reporting against the IUCN Programme.	All base data maintained in the system. Analytical reporting implemented. Project appraisal and approval processes under development – expected to go live in Nov 2018.	Support the change management and address gaps. Plan for new release.
Time Management Systems	Global system for the recording and approval of staff time.	Requirements defined and solution identified. Rollout to start in Q4 of 2018.	Complete rollout and support the change management process.
ERP system	Finance, procurement, grant management and administration system.	Rollout of administration portals, including approval workflows completed. Improvements to travel and expense processes implemented. Implementation of global e-banking solution in progress. Automated management reports distribution in development.	Continue implementation of e-banking rollout. Upgrade finance system to new version. Implement improvements to procure to pay process.
Union Applications	Includes: Union Portal and CRM	Requirements completed for a centralized Commission management system including GDPR compliance. New CRM (customer relationship management) tool selected and development started.	V1 of Commission management system to go live in 2019. CRM tool to go live in Q1 of 2019. Develop Congress website and applications. Continue upgrade of Union Portal with improved functionality.

The costs of all of the above are included in the Global Information Systems Unit budget (Total for all services including new initiatives: CHF 3.8m) with the exception of CHF 0.2m which will be funded from the designated reserve for investments in information systems.

3.5 Balance sheet and reserves

Table 23: Forecast balance sheet below shows IUCN's balance sheet at the end of 2017 and the forecast balance sheet at the end of 2018 and 2019. Cash balances are forecast to decline by the end of 2018 as they were unusually high at the end of 2017 due to the high inflow of advances from donors towards the year end. Cash balances are expected to increase during 2019 as the project portfolio continues to grow. The trend in project agreement advances mirrors that of the cash balances. Advances to implementing partners are also expected to grow during 2019, reflecting the progressive shift to working through partners for project implementation.

Table 23: Forecast balance sheet

	2017 Actual CHFm	2018 Forecast CHFm	2019 Forecast CHFm
Cash and short term bank deposits	49	40	50
Financial assets	16	16	17
Project agreement receivables	14	13	10
Advances to implementing partners	13	14	17
Other current assets	9	9	10
Current assets	**101**	**92**	**104**
Fixed assets	31	29	28
Total assets	**131**	**121**	**132**
Project agreement advances	58	48	60
Other liabilities	19	19	20
Current liabilities	**77**	**67**	**80**
Provisions	6	6	6
Non-current liabilities	27	27	26
Total liabilities	**110**	**100**	**112**
Designated reserves	2	2	1
Unrestricted reserves	19	19	19
Total designated and unrestricted	**21**	**21**	**20**

Figure 17: IUCN Reserves shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 20m by the end of 2019 as a result of the drawdown from designated reserves to fund the Regional Conservation Fora and Congress preparations. Achieving the level of reserves set out in the Financial Plan at the end of 2020 will be dependent on raising additional core income or on higher levels of cost recovery from projects. The long term reserves target set by Council is CHF 25m.

Figure 17: IUCN Reserves
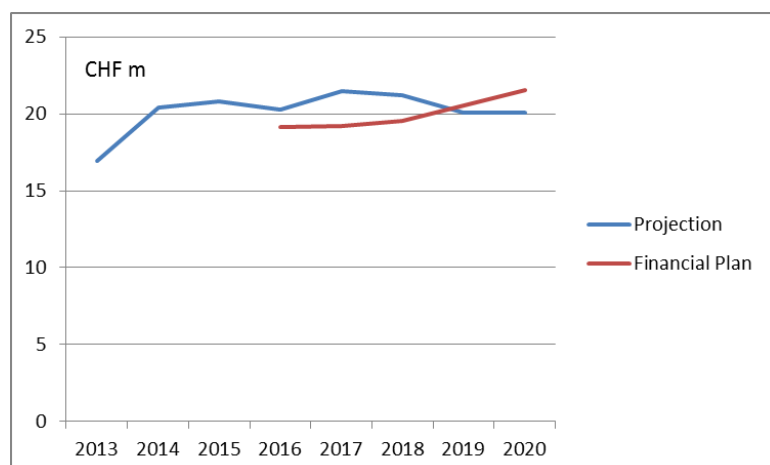
Part III: Risks Inherent in the Work Plan and Budget 2019

The main risks for 2019 are:

Delays in project implementation

Risk Level: Tier 2 – High. Project expenditure is budgeted at CHF 125m, in line with the 2018 forecast of CHF 122m. However, this is significantly higher than the level of CHF 95m achieved in 2017. 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. A total of CHF 34m of project expenditure is budgeted to come from contracts not yet signed, which is higher than the 2018 level of CHF 24m. The risk of new projects not coming on line as budgeted is significant.

Risk response: 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. Conversion rates of projects under development will be monitored and a risk assessment performed before the end of 2018. If the level of conversions is low budget modifications will be considered.

Risk Owner: Global and Regional Directors

Implementation shortfalls for valuing and conserving nature

Risk Level: Tier 2 – High. Sub-Result 1.1, ensuring "Credible and trusted knowledge for valuing and conserving biodiversity is available, utilized and effectively communicated" greatest concentration of targets that require more effort and resources to be met by 2020 combined with potential technical challenges.

Risk response: The project portfolio will be reviewed in mid-2019 to identify bottlenecks and opportunities. Fundraising for the KBA Secretariat will be prioritized. IUCN will also enhance its resource mobilization efforts in connection with the post 2020 agenda.

Risk Owner: Global Director – Biodiversity Conservation Group

Non-payment of membership dues

Risk Level: Tier 3 – Moderate. 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.

Risk response: A provision of CHF 0.5m has been made in the 2019 budget for non-payment of membership dues. A Membership strategy has been developed and this will be rolled out during 2019. The strategy will strengthen IUCN's value proposition.

Risk Owner: Global Director - Union Development Group

Exposure to foreign exchange fluctuations

Risk Level: Tier 4 – Low. 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. In addition, IUCN receives and spends funds in a variety of currencies for projects.
In respect of the core budget which is set in Swiss francs, 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 response: In respect of the project budget a natural hedging strategy is adopted whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

Risk Owner: Chief Finance Officer

Gender Equality and Women's Empowerment Policy:
Mainstreaming gender-responsiveness within the IUCN programme of work

Approved by the IUCN Council at its 95th Meeting (C/95/8, October 2018)

Introduction and rationale
1.   This Gender Equality and Women's Empowerment Policy recalls, reaffirms and further strengthens IUCN's commitment to realising gender equality and women's rights and empowerment and puts into place requirements for embedding a gender-responsive approach into its Programme and project portfolio.

2.   IUCN defines a gender-responsive approach[1] as the proactive identification of gender gaps, discriminations and biases and then the coordinated development and implementation of actions to address and overcome them. This approach helps ensure that IUCN programming not only avoids exacerbating or reinforcing inequalities, but rather takes meaningful steps to reduce disparities and to empower women, girls and members of traditionally disadvantaged groups.

Rationale
3.   With a comprehensive rights-based framework[2] underpinning its conservation and sustainable development efforts, IUCN recognises that protecting and promoting women's rights and advancing gender equality, including through women's empowerment, are not only globally agreed imperatives in their own right, but fundamental to meeting its mission.[3] It further understands that IUCN's conservation and sustainable development programming offers the provides significant potential to accelerate progress toward gender equality.

4.   IUCN has been a leader on gender and environment considerations for decades. Since 1984, women's issues and gender equality concerns have been given high priority through multiple decisions of IUCN Members' Assemblies and World Conservation Congresses[4] and, in 1998, IUCN formally approved its first Gender Equality and Equity policy, which was last updated in 2007.[5]

5.   IUCN plays a major role mainstreaming gender in key international forums[6] (e.g., supporting decisions under and development of gender plans of action for Parties, Secretariats and stakeholders of the Rio Conventions), driving a strengthened understanding of the importance of gender-environment linkages amongst members and peers and piloting innovative strategies for gender-responsive action.

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[1] Key terms are defined in Annex; the full definition is included in the Key Terms list.
[2] Resolutions include, *inter alia*, 4.056 Rights-based approaches to conservation (Barcelona, 2008) and IUCN Policy on Conservation and Human Rights for Sustainable Development (WCC-2012-Res-099-EN)
[3] e.g., Recalling Resolution 17.13 Women and the environment (San Jose, 1988)
[4] e.g., Recalling Resolutions WCC-2012-Res 099, WCC-2012-Res-082, WCC-2004-Res-009, Resolution 18.18 Women and NRM (Perth, 1990)
[5] Gender policy 2007 can be accessed here:
https://www.iucn.org/sites/dev/files/content/documents/iucn_gender_policy.pdf
[6] Resolution 4.005, (Barcelona, 2008)

6.   Over the past decade, the landscape has changed considerably: from environmental changes, to sociocultural and economic changes, to the processes and normative frameworks that set the standards and strategies toward meeting globally agreed goals such as realising gender equality. Re-doubled attention to gender is needed to fully realise the Sustainable Development Goals, the Aichi Targets and next-step post-2020 Biodiversity framework, the Paris Agreement[7] and post-2020 climate change framework, among others.

7.   To support and drive action toward these interlinked targets and to meet its mission overall, IUCN must continue to play a leading role in addressing inequalities and inequities that not only drive and reinforce unsustainable practices but more fundamentally deny communities and individuals their rights, ultimately also restricting their wellbeing, prosperity and potential. This includes communities' and individuals' rights to access, use, benefit from and control the land and natural resources over which they have traditionally exercised stewardship.

8.   Gender gaps of all kinds, across sectors, undermine conservation and threaten sustainable development progress. The historic and recurring patterns of explicitly gender-based discrimination and bias, which includes gender-based violence, as well as escalating violence against women environmental defenders,[8] continue to demand special attention and corrective action.

9.   Equally important is the opportunity that gender-responsive action unlocks, as gender equality is a powerful driver of positive change across sectors, in all countries and communities and at all levels. Women and girls—together with men and boys—are vital change agents, possessing invaluable knowledge, experiences and capacities that can and must shape more equitable and effective policies, projects and programmes toward a just world that values and conserves nature.

10.   The IUCN Programme reaches over 150 countries with projects and policy interventions and therefore can be, through a gender-responsive approach, a powerful driver of gender equality and women's empowerment.

Purpose

11.   The purpose of this Policy is to guide and ensure that gender equality and women's empowerment are systematically and comprehensively recognised, addressed and accounted for in the IUCN Programme and project portfolio,[9] and that the IUCN Programme and project portfolio is ultimately improved, through a gender-responsive approach.

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[7] e.g., WCC-2016-Res-056 IUCN Response to Paris Agreement (Paris, 2015)

[8] Recalling Resolution 2.37, Support to Environmental Defenders (Amman, 2000)

[9] Per the IUCN Project Guidelines and Standards, and recalling IUCN's role as both implementing and executing agency: A project is a unique set of activities with a defined start and end date undertaken to achieve planned objectives according to specified norms of quality and within an agreed budget. Projects are the means by which the IUCN Programme is implemented, and projects are identified based on the needs of the Programme. The IUCN Programme operates on a four-year cycle following an extensive consultation of Members and Commissions. The IUCN Programme is approved at the World Conservation Congress by the Membership every four years.

Applicability

12.   This Policy applies to all Secretariat staff, Commissions, and can provide guidance to National Committees and IUCN Members.

Objective

13.   The objective of this Policy is to ensure a gender-responsive approach to the implementation of IUCN's Programme and project portfolio, including in the design, planning, execution, monitoring and evaluation, and closure phases, as well as in related learning, communications and advocacy efforts.

Operational principles

14.   To operationalise this policy, IUCN Secretariat and Commissions are required to apply the following principles:

   i)   ***Proactively and publicly champion gender equality and women's and girls' rights and empowerment*** as fundamental to the realisation of human rights and as preconditions to achieving conservation and sustainable development goals.

   ii)   ***Promote and demonstrate equitable and inclusive decision-making,*** *at all levels, and throughout the project cycle,* especially increasing the voice, participation, representation and leadership of women and girls, providing them with equal opportunity to participate in, contribute to and benefit from resources, services and governance, regardless of anyone's background, age, race, sexual orientation, gender identity, ethnicity or religion.

   iii)   ***Actively embrace knowledge systems that are curated by women across different societies***, highlighting the value of bringing diverse—including traditional—knowledge, practices, values and innovations of women and men for natural resource management.

   iv)   ***Facilitate active and meaningful engagement of women and girls who live within the most marginalised populations and groups,*** for example through embracing social and environmental safeguards that require specific steps to ensure that impacts are understood, avoided or minimised to every extent possible and agreed with affected people—such as indigenous women and girls—in accordance with human rights standards.

   v)   ***Promote and ensure equitable access to, use of, control over and benefits from*** resources, technology, knowledge and services for women and men, in all their diversity.

   vi)   ***Foster a socially inclusive, empowering and enabling understanding of gender equality***, including but not limited to promoting women's powerful agency for change, as well as engaging men and boys as champions and partners so that all individuals understand, value and realise gender equality as a benefit for all.

Implementation framework

15.   To reaffirm and strengthen IUCN's gender-responsive approach and to realise gender-responsive results across the IUCN Programme and project portfolio, including the inputs and actions of third party executing entities, IUCN requires the following actions:

   a)   Include gender equality and women's empowerment as fundamental components to the **IUCN Programme**, including knowledge products and standard setting and, especially through strategic planning processes, resource allocation and

budgeting, developing and applying indicators and targets, monitoring and evaluating results, and communicating priorities and results, across themes;

b) Ensure that its Programme and project **planning and approval systems** systematically and comprehensively screen for gender gaps as well as risks of gender-based discrimination and bias, putting in place coordinated measures designed not only to address and overcome such risk but also to proactively promote gender equality, women's rights and women's and girls' empowerment, including women's nature-based solutions and innovations;

c) Identify, account for and overcome gender gaps and advance gender equality and women's and girls' empowerment in **all IUCN projects**, including those executed by third party collaborating institutions, consistent with Project Guidelines and Standards (PGS) and Environmental and Social Management System (ESMS), with coordinated technical support from the Global Programme on Governance and Rights upon request, including through the following specific steps:

   i) Conducting **gender analyses and applying key issues and recommendations** identified to inform gender-responsive project design, budgeting, staffing, implementation, monitoring and evaluation;
   ii) Analysing risks that the project may experience or pose, putting measures in place to ensure activities **do not exacerbate existing gender-related inequalities**, including gender-based violence, and **seize opportunities to address gender gaps** and support empowerment of women;
   iii) Structuring inclusive and gender-sensitive project teams that demonstrate **appropriate capacities and technical expertise** to support gender-responsive action;
   iv) Ensuring women and men have **equal opportunities in terms of participation, decision-making and benefits**, throughout the identification, design, implementation, monitoring and evaluation of activities;

   v) **Allocating sufficient resources** for specific activities, technical support and/or other actions to improve gender equality considerations, including the meaningful engagement of diverse stakeholders and beneficiaries; and
   vi) Collecting, analysing and applying **sex-disaggregated data and using gender indicators** to inform gender-responsive monitoring, evaluation, reporting and learning on IUCN programmatic activities.

d) **Mainstream gender into the IUCN Evaluation System** and **account for the outcomes** of such measures, at strategic, programme and project level: first to ensure that IUCN programming does not exacerbate inequities and inequalities; moreover to ensure that it is taking meaningful steps to reduce such disparities, proactively facilitating the engagement of women and girls, at all levels and across sectors; and finally to ensure learning informs progressively impactful gender-responsive action; and

e) Support knowledge generation and sharing, capacity building, **learning and information** exchange, including through project reporting and Annual Reporting,

to enable all individuals and IUCN as an institution to be agents of change through gender-responsive action and impact.

Roles and responsibilities

16.   The Director General will provide oversight with respect to the implementation of this Policy, reporting regularly to Council.

17.   Programme Managers and Commission Chairs are accountable for ensuring implementation of this Policy, with results tracked through workplans, appraisals and collated to monitor institutional implementation and trends. Furthermore, Programme Managers and Commission Chairs are responsible for ensuring that teams and individuals working under their supervision are familiar with their obligations under this policy and equipped to meet them.

18.   Each programme unit, office and Commission specialist/ working group is responsible for ensuring implementation requirements of this policy are adequately met. In addition, the Global Programme on Governance and Rights is, upon request, available to provide technical support and advice.

Review

19.   To track results, enhance learning and ensure IUCN remains at the forefront of gender-responsive programming and outcomes, the Secretariat will produce a quadrennial Gender Equality Synthesis, systematically reviewing the body of knowledge produced through IUCN programme and project evaluations, in order to inform the next Programme cycle.

Effectiveness

20.   The Policy comes into effect upon adoption by the Council and will remain in effect until the Council approves a revised version, developed on request of the Director General.

Policy alignment

21.   Among other synergies, this Policy aligns in particular with:

i)   The global human rights frameworks in particular with the Universal Declaration of Human Rights, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the 1995 Beijing Declaration and Platform for Action, International Labour Organization's core conventions, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, the International Convention on the Elimination of All Forms of Racial Discrimination and the UN Human Rights Council Resolutions on Human Rights and the Environment;

ii)   IUCN's overall mandate and those derived from World Conservation Congresses' Resolutions wherein members urged that rights-based, gender-responsive and socially inclusive implementation arrangements and frameworks shall be consistently applied to IUCN's project/programme delivery;

iii)   Mandates under the relevant multilateral environmental agreements (e.g., UNFCCC, UNCCD and CBD), the 2030 Agenda for Sustainable Development and the Sustainable Development Goals and their targets, as well the Global Environment Facility (GEF) and other major environmental finance mechanisms; and

iv)   Various policy commitments made by member and donor organisations, both state and non-governmental.

Related policies, processes and documentation include:
- *The IUCN Environment and Social Management System (ESMS):* The ESMS provides a systematic procedure to check IUCN projects for potential adverse environmental and social impacts to assure that negative impacts are avoided or minimised to the extent possible while positive impacts are stimulated.
- *The IUCN Project Guidelines and Standards (PGS):* The Project Guidelines and Standards (PGS) are a roadmap and toolkit for selecting, identifying, planning, implementing, monitoring, evaluating and closing IUCN projects, whether IUCN is acting as an implementing or executing agency.
- *The Natural Resources Governance Framework (NRGF):* The NRGF is an IUCN initiative created for the purpose of providing a robust, inclusive, and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. Its overarching goal is to set standards and guidance for decision-makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature's benefits, following good governance principles, such that improved governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability.
- *The IUCN Standard on Indigenous Peoples:* This purpose of this standard is to establish risk assessment and management requirements for IUCN projects to avoid negative impacts on indigenous peoples.
- Forthcoming policies on anti-harrassment and gender mainstreaming for IUCN events
- *The 2016 Course of Action on Gender (CAG):* The CAG for the Union "signifies IUCN's ongoing commitment to integrating a gender perspective in policies, programmes, and projects, as well as in its institutional structure", including the development of an IUCN Gender Equality Certification (in development, 2018-2020)

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<u>**Glossary of Terms**</u>

Agency (e.g., women's and men's agency)
Having the ability to make effective choices and to transform those choices into desired outcomes. Agency can be understood as the process through which women and men use their endowments and take advantage of economic opportunities to achieve desired outcomes. (A common usage is "women as agents of change", that is, seeing and respecting women's potential to contribute to transformative development outcomes, for example.) *(Source: World Bank)*

Empowerment (e.g., Women's empowerment)
Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Central to this process are actions which both build individual and collective assets, and improve the efficiency and fairness of the organisational and institutional context which govern the use of these assets. *(Source: World Bank)*

Environmental human rights defenders (EHrDs)
Environmental human rights defenders are individuals and groups who 'strive to protect and promote human rights relating to the environment.' They come from many different backgrounds and work in different ways. *(Source: UN)*

Gender
The socially constructed set of norms and behaviors, based on social, cultural, political and economic expectations and values, describing what it means to be a woman or a man. The term distinguishes the socially constructed from the biologically determined aspects of being female and male. Unlike the biology of sex, gender roles, behaviours and the relations between women and men are dynamic. They can change over time and vary widely within and across a culture, even if aspects of these roles originated in the biological differences between the sexes. *(Source: IUCN, IFAD)*

Gender-based violence
GBV is an umbrella term for any harmful act (e.g. physical, verbal, sexual, psychological, and socioeconomic) that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. The nature and extent of specific types of GBV vary across cultures, countries and regions. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; harmful traditional practices such as female genital mutilation; honour killings; and widow inheritance. (*Source:* IUCN, UNICEF, UNFPA, UNDP, UN Women)

Gender equality
Women and men have equal rights, freedoms, conditions and opportunities to access and control socially valued goods and resources and enjoy the same status within a society. It does not mean that the goal is that women and men become the same, but rather that they have equal life chances. This applies not only to equality of opportunity but also to equality of impact and benefits arising from economic, social, cultural and political development. *(Source: IFAD)*

Gender equity
Fairness of treatment for women and men according to their respective needs. A gender equity goal often requires measures to rectify the imbalances between the sexes, in particular to compensate for the historical and social disadvantages of women. Equity can be understood as the means, where equality is the end. Equity leads to equality. *(Source: IFAD, IUCN)*

Gender gap
Disparity between people—women and men, and girls and boys—in their access to resources, education, health services or power. *(Source: IFAD)*

Gender identity
Gender identity reflects a deeply felt and experienced sense of one's own gender. Everyone has a gender identity, which is part of their overall identity. A person's gender identity is typically aligned with the sex assigned to them at birth. Transgender is an umbrella term used to describe people with a wide range of identities, including people who identify as third gender, and others whose appearance and characteristics are seen as gender atypical and whose sense of their own gender is different to the sex that they were assigned at birth. *(Source: UN Free and Equal)*

Gender indicators
Indicators used to measure changes in gender relations over time (e.g., the changes in the status or situation of women and men, such as levels of poverty or participation) as a result of a particular policy, programme or activity. *(Source: IUCN)*

Gender responsive
To identify and understand gender gaps and biases, and then act on them, developing and implementing actions to overcome challenges and barriers, thereby improving gender equality. In comparison to *gender sensitive* (see below), gender responsive has come to mean more than "doing no harm"; it means "to do better". *(Source: IUCN)*

Gender-responsive approach
The proactive identification of gender gaps, discriminations and biases and then the coordinated development and implementation of actions to address and overcome them, by advancing women's and girls' empowerment via enhanced access to and control of, for example, resources and services, benefits, participation and decision-making. This approach helps ensure that IUCN policies, programs or projects do not exacerbate inequalities, but rather take meaningful steps to reduce disparities and empower women, girls and members of traditionally disadvantaged groups, as fundamental toward meeting IUCN's mission. *(Source: IUCN)*

Gender sensitive
Understanding and taking into consideration socio-cultural factors underlying sex-based discrimination. In application, gender sensitive has come to mean "do no harm". *(Source: IUCN)*

Human rights-based approach
A conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress. In this way, it is complementary to a gender-responsive approach. *(Source: UN, IUCN)*

Indigenous peoples
The definition or 'statement of coverage' contained in the International Labour Organisation Convention on Indigenous and Tribal Peoples in Independent Countries comprises: i. peoples who identify themselves as 'indigenous'; ii. tribal peoples whose social, cultural, and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations; iii. traditional peoples not necessarily called indigenous or tribal but who share the same characteristics of social, cultural, and economic conditions that distinguish them from other sections of the national community, whose status is regulated wholly or partially by their own customs or traditions, and whose livelihoods are closely connected to ecosystems and their goods and services. (Source: ILO, 1989)

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Staff Rules

October - 2018

Table of Contents

1.   DEFINITIONS

Head of Duty Station	The person with representational and managerial duties in an IUCN office.
HQ	Headquarters, the main office of the Secretariat.
HRMG	Human Resources Management Group: the person or persons responsible for the Human Resources function in any IUCN duty station.
MoU	Memorandum of Understanding.
Line manager	A staff member's direct supervisor.
Matrix manager	A staff member's co-supervisor.
Policy	A document that describes the parameters and course of action in a specific area of organisational structure and/or activity.
Title nomenclature	A system used to describe a staff member's position in the Secretariat's organisational structure, as well as their seniority; correlated with a parallel grade nomenclature.
TORs	Terms of Reference.

2.   IUCN VISION

A just world that values and conserves nature.

3.   IUCN MISSION

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

4.   THE COMPONENTS OF IUCN

(a)   the World Conservation Congress;
(b)   the Council;
(c)   the National and Regional Committees, and Regional Fora of members;
(d)   the Commissions; and
(e)   the Secretariat, which includes Headquarters, Regional, Country and Outposted offices.

5.   APPLICABILITY

5.1. Scope and purpose

The Staff Rules of IUCN set out overarching principles to govern employment in the IUCN Secretariat for staff worldwide. They are formulated by the Director General and approved by Council in accordance with Part IX, article 81 of the IUCN Statutes. These Rules shall be reviewed at least every four years to ensure conformity with the Statutes and evolving trends in Human Resources management. Any changes to the Rules shall be subject to prior consultation with staff members and shall require the approval of Council. The Rules are available in all three official languages of IUCN: English, French and Spanish.

Per article 78 of the Statutes, the Director General is the chief executive of IUCN and the Head of the Secretariat. He or she has the authority to issue global Human Resources policies, procedures, guidelines and local Conditions of Service designed to implement the Staff Rules.

Every duty station of the Secretariat (Headquarters, Regional Offices, Country Offices and Outposted Offices) has local Conditions of Service, approved by the Director General, taking into account specific agreements (host country agreements or Memoranda of Understanding) signed between IUCN and a government, covering local laws and regulations and where appropriate local culture and practices. Local labour law as well as specific agreements signed between IUCN and a government will prevail over internal policies, rules and regulations, unless the latter are more favourable to the staff member and are not in contradiction to the former.

5.2. Applicability

These Rules apply to all staff members of the Secretariat holding an indefinite or fixed term contract for a period of six or more months. They shall also apply to staff members seconded to the Secretariat[1] by other organisations, or to staff members hosted by IUCN's Secretariat through a Memorandum of Understanding with other organisations or conventions, as well as to Junior Professional Officers[2]. The Rules do not apply to consultants, interns and volunteers.

6. HUMAN RESOURCES MANAGEMENT RESPONSIBILITIES

6.1. The Human Resources Management Group (HRMG)

The goal of the Human Resources Management Group is to actively develop, promote and monitor effective and equitable Human Resources policies, procedures and practices. HRMG works in partnership with line managers around the globe, to whom it provides expert advice for the purpose of attracting and retaining a qualified and motivated workforce.

HRMG is responsible for ensuring that the Staff Rules are kept up to date and for periodically reviewing all related policies, guidelines, procedures and local Conditions of Service.

6.2. Line management

Line managers have the primary responsibility for staff members under their direct supervision. They are the main implementers and monitors of the Staff Rules and related policies

7. EQUAL OPPORTUNITY AND NON-DISCRIMINATION

The principles of equal opportunity and non-discrimination are fundamental to any just society, and serve as the framework for Human Resources management. They form an integral part of all policies, procedures and practices.

IUCN shall therefore not make any distinction, exclusion or preference on the basis of age, race, colour, gender, sexual orientation, religion or belief, political opinion, nationality or social background.

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[1]"Secondment" is the temporary transfer of a staff member from another organisation to IUCN. A secondment is carried out for a fixed period and is ruled by conditions established in a letter of agreement between the organisations or offices concerned. IUCN encourages such agreements, as they provide an effective way to achieve conservation goals through experience and expertise sharing, development of projects and capacity building.
[2] "Junior Professional Officers (JPOs)" comprise a special category of staff members who are young professionals interested in acquiring hands-on experience in the broad field of nature conservation and who are fully sponsored by donor governments for specific positions and a fixed period of time (usually two years).

8. FREEDOM OF ASSOCIATION AND RIGHT TO ORGANISE

IUCN respects the fundamental right of staff members to establish (subject to internal rules) associations and/or committees of their own choosing, to draw up Terms of Reference, to elect representatives, to organise an appropriate administrative framework and activities, and to formulate their programmes.

9. WORKFORCE PLANNING AND RECRUITMENT

IUCN strives to have a workforce capable of delivering on its mission. To that end, it takes a structured approach to staffing anchored in the following elements:

9.1. Competency framework

IUCN relies on staff demonstrating specific competencies, which are the clear or measurable skills and attributes required to succeed in their assigned role.

Competencies provide a common language across IUCN (staff and management) so that the organisation can purposefully recruit new hires, develop talent, select high-potential leaders, measure job performance, and manage promotions and job assignments.

The IUCN competency framework spells out competencies in job families and grades in the support, technical and leadership tracks. It also underpins how Terms of Reference are crafted, how grade structures and titles are designed, and how staff are recruited.

9.2. Terms of Reference

All positions in the Secretariat shall have an accurate position description called Terms of Reference (TORs). These describe the major competencies, duties and accountabilities assigned to a position, as well as the qualifications and know-how required for an incumbent to perform their role successfully.

Developing and keeping TORs up to date is the joint responsibility of the incumbent and their line manager. They require the approval of HRMG.

9.3. Grade structure and titles

In order to achieve internal equity, the Secretariat maintains a grade structure that establishes a clear relationship between positions and thus classifies them into job families and grades. All staff positions in the Secretariat must be classified within this system. Titles must correspond to the grade structure. Neither directors nor staff are authorised to diverge from the established title nomenclature.

HRMG is responsible for developing and maintaining the grade structure.

9.4. Recruitment

Starting with the operational needs on the ground, hiring managers will be guided by the competency framework to determine the grade, title, duties and accountabilities needed, as well as the selection criteria for the position.

All recruitment is carried out on the basis of merit, within the provisions of the Statutes and the equal opportunity and non-discrimination principles outlined above. The IUCN hiring process also adheres to the norms set out in the talent acquisition policy, which describes how recruitment is done in the Secretariat. In Regional and Country Offices preference is given, where appropriate, to nationals of those regions and countries.

The primary consideration when making a hiring decision should focus on competence and organisational fit - and, for leadership positions, on a demonstrated capability to lead teams and manage staff.

Job applications, both internal and external, are treated in the strictest confidence and only revealed to those individuals who are directly involved in the recruitment process.

9.5. Appointment

All newly hired staff members are issued a letter of appointment and an employment contract, which are complemented by the Staff Rules, the Code of Conduct and Professional Ethics, the Anti-Fraud Policy, the local Conditions of Service and the respective Terms of Reference. Employment contracts are subject to changes in the Staff Rules, local Conditions of Service and local labour laws and regulations.

As is standard practice in global organisations, reference and background checks and candidate screening will be conducted prior to finalising an employment offer.

9.6. Employment of relatives

Relatives are defined as all persons directly related to a staff member by blood, adoption or marriage. Such relatives include parents, spouses (or common law spouses), children, brothers or sisters, as well as in-laws, stepchildren and step-parents.

The Secretariat will only employ a relative of a staff member when there is no actual or perceived conflict of interest in doing so. The relative of a staff member may be appointed provided that the usual recruitment procedures have been followed. Under no circumstances may a staff member be assigned to a position which is directly supervised or directly administered by the staff member to whom they are related or vice versa.

If two staff members marry or become partners they may continue to be employed by IUCN as long as there is neither (i) a direct or indirect supervisor/subordinate relationship between staff members, nor (ii) an actual or perceived conflict of interest.

Should one of these situations occur, IUCN will attempt to find a suitable position within the Secretariat, to which one of the affected staff may transfer. If an arrangement of this nature is not feasible, the affected staff members will be permitted to determine which of them will resign.

10. COMPENSATION & BENEFITS

10.1. Principles

It is the aim of IUCN to maintain a compensation and benefits structure that attracts and retains people with the required personal and professional skills and qualifications, while providing the necessary incentives and encouragement for superior performance.

The staff compensation programme must be linked to the Secretariat's overall performance and be geared to its ultimate goal of sustainability and long-term relevance. It must be fair, equitable and transparent.

The Secretariat provides compensation opportunities that are appropriately competitive within the labour market of the duty station, which also take into account the need to maintain compensation at levels considered appropriate to the organisation's financial position.

Each staff member's compensation is determined by the salary scale attributed to the corresponding grade of the position and their professional experience. It is subject to the staff member's performance as an individual contributor, as a member of a team and to the organisation as a whole.

10.2. Labour market benchmarking

IUCN seeks to attract and retain the best possible talent to support its work on nature conservation.

For IUCN Secretariat's compensation to remain competitive, IUCN anchors staff compensation on the following principles:

(a) IUCN's position relative to the local labour market: for this HRMG retains the services of global Human Resources consultancies to conduct labour market surveys;

(b) The staff member's individual performance, as evidenced by their performance rating; and

(c) Affordability within IUCN's budget.

10.3. Benefits

IUCN staff benefits seek to be competitive relative to the labour markets in which IUCN operates, while considering its monetised value for budget purposes.

11. EMPLOYMENT VALUE PROPOSITION AND PERFORMANCE MANAGEMENT

11.1. Employee engagement

Staff satisfaction is of utmost importance to IUCN. In order to gauge overall staff engagement, HRMG conducts periodical staff surveys. The Director General shares the survey report with all staff, highlighting Secretariat-wide trends, strengths and weaknesses.

In addition, global and regional directors share results with their respective staff and derive action plans to address weak areas and continue improving on strong ones.

11.2. Performance management

The performance of each individual staff member is a critical factor to achieve excellence as a global organisation. For this purpose, the Secretariat maintains a performance management system, which enables:

(a) the monitoring of staff performance at every level;

(b) the implementation of corrective action plans when and where necessary, and

(c) the identification of those individuals who merit a reward.

This provides the Secretariat with the opportunity to offer a long-term relationship to staff members who are willing and able to commit themselves to the organisation's performance requirements and to continually develop their skills accordingly.

Staff whose performance partially meets or does not meet expectations will be given specific feedback at the end of the review period. They will also be placed on a Performance Improvement Plan (PIP) with specific deliverables, a timeline and periodical check-ins. Failure to graduate from a PIP may result in the employee's dismissal, according to the contract, the local Conditions of Service and local labour law.

12. STAFF DEVELOPMENT

12.1. Learning

As a learning organisation, IUCN recognises that many changes take place in the working environment that may necessitate further learning. Learning and acquiring new skills should be part of every staff member's work plan and goals. Particular emphasis must be given to on-the-job coaching and training. During the performance evaluation process, line managers will review with their staff the skills necessary for the job and areas where specific training may be needed.

Line managers will discuss the training and development needs with HRMG to determine the appropriate collective or individual action to be taken, within the limits of resources provided for this purpose by the approved budget.

12.2. Promotions

Promotions are a way of recognising strong performance and encouraging staff to develop their careers. They are subject to a review by an institutional promotion panel to ensure the application of common standards. Directors nominate staff for promotions at their regional or group talent reviews (at the end of each performance cycle). The main criteria for promotion are approved by the Director General.

12.3. Leadership development

The quality of the Secretariat's delivery and performance, as well as its culture, are directly correlated to the quality of its leaders: how they are identified, selected, trained and held accountable for leading their teams and delivering results.

To that end, the Secretariat uses the following initiatives and tools to strengthen its leadership cadre:

(a) 360-degree assessment: an annual exercise where managers and directors receive feedback on their leadership skills and behaviours;
(b) Annual performance appraisal: to complement the 360-degree assessment, it focuses on the actual delivery against agreed operational goals and indicators in the annual work plan;
(c) Systematic, periodical and mandatory training on people management; and
(d) Succession planning: the Secretariat will have a well-defined succession planning strategy in order to prepare a future leaders pipeline. This plan will use the annual talent reviews and use criteria to identify staff members with the potential to become future leaders, subject to the recruitment provisions in section 9.

12.4. Diversity and inclusion

IUCN seeks to have a workforce whose diversity reflects the richness of its members, partners, constituents and beneficiaries. In line with Section 7, it encompasses - but is not limited to - age, gender, ethnicity, nationality, sexual orientation, religion or belief, political opinion or social background.

Such diversity shall be clear in the way the Secretariat hires, promotes and supports the professional development of its staff.

13. PERSONNEL FILES

During the course of employment with IUCN, a personnel file containing all the necessary information for the execution of the employment contract is created by HRMG for each staff member.

The processing of data concerning staff members and of information contained in their files will be done in accordance with relevant data protection laws.

The information contained in the personnel files will be processed solely by HRMG. It will be accessible only to staff whose access to certain information is relevant to their role and duties (such as line managers up to and including the Director General), and to each staff member for his or her own records.

Information will not be disclosed to any other staff or third parties, unless the staff member has given permission to do so or it is required by law.

14. RESPONSIBILITIES OF STAFF MEMBERS

14.1. Expected standard of conduct

By agreeing to work for IUCN, staff members shall undertake to uphold the highest standards of personal and professional behaviour and to ensure that IUCN's integrity and reputation shall not be jeopardised or compromised by their actions.

IUCN strives to ensure best practice in its everyday operations. For this purpose, the Director General approves and issues a Code of Conduct and Professional Ethics, and an Anti-Fraud Policy applicable to Secretariat staff. Both documents provide guidance towards compliance with standards consistent with IUCN's core values, vision and mission, and with statutory instruments and other commonly accepted international standards.

14.2. Conflict of interest

IUCN defines conflict of interest as "a situation in which the impartiality of an employee in discharging their duties could be called into question because of the potential, perceived or actual improper and impermissible influence of personal considerations, financial or other."[3]

In the performance of their duties, staff members shall not seek or receive instructions from any source external to IUCN. They shall refrain from any action incompatible with their position as staff members of an international organisation (Statutes IX – 82).

Before accepting any external commitment (remunerated or not) such as serving on the board or council of other organisations, which might impair the normal performance of regular duties, the staff member concerned shall seek the approval of the Director General or the director to whom the Director General has delegated this responsibility.

Staff are required to fill out and sign an annual declaration on conflicts of interest.

14.3. Disclosure of information

Staff members shall exercise the utmost discretion in regard to all matters of business. Confidential information that is known to them because of their position in IUCN shall not be disclosed to any third party, internally or externally, without the prior authorisation of the Head of Duty Station, who shall also provide instructions for the specific use to be made of such information. Staff members shall at no time, including at the end of service, use such information for personal or third party advantage.

Only designated and authorised staff shall make statements or express opinions on behalf of the Director General to the press and other media.

14.4. Writing for publication

It is in the interest of IUCN that staff members publish articles, papers and books over and above any publishing activity (for which procedures are set out in the IUCN publishing strategy) associated with their position. External, professional writing of relevance to IUCN shall require the approval of the Head of Duty Station, who shall request - if appropriate - that due credit be given to IUCN and may request alterations that are in their view necessary to protect the integrity and reputation of the organisation.

In the interest of achieving policy coherence, articles, papers, books and speeches which contain departures from or modifications of agreed policy positions or break new policy ground, shall be referred to the Director General or to the publications committee, according to the appropriate guidelines.

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[3] Code of Conduct and Professional Ethics for the Secretariat April 2013 – Version 2.0; IUCN Anti-Fraud Policy March 2014 – Version 2.0.

14.5. Intellectual property

Unless otherwise negotiated, IUCN is the inherent copyright owner of the data and documentation, including photos, that any staff member may have produced, gathered, reviewed or analysed on behalf of IUCN. Furthermore, such data may be published in accordance with internal approval processes.

14.6. Harassment, discrimination, bullying and intimidation

Staff are expected to behave respectfully in all interactions. Unreciprocated or unwelcome comments, gestures, actions, suggestions, or physical contact, based on gender, ethnic origin, or other personal characteristics that are perceived as harassment or intimidation shall be treated by management as serious misconduct and - should an internal investigation substantiate the allegations - could lead to immediate dismissal.

14.7. Drug abuse and substance dependency

IUCN work places shall be drug-free. A drug shall be deemed to be any illegal substance as specified by local law. Any staff member with a substance dependency problem is advised to consult with HRMG or the Head of Duty Station, who may provide support to the staff member by helping, for example, to identify a suitable rehabilitation programme.

14.8. End of service

At the end of service, a staff member shall return to IUCN any material, equipment, documentation, official papers, whether in printed or electronic form, computer hardware, software including licences belonging to IUCN, and all keys to IUCN premises and vehicles.

15. CONFLICT RESOLUTION SYSTEM

A staff member wishing to seek redress for a grievance related to their employment shall, in the first instance, report the grievance to the respective line manager and/or the Head of Duty Station concerned, who shall undertake the necessary steps to resolve the issue, if necessary with the help and assistance of HRMG.

If the staff member feels, for whatever reason, that the grievance cannot be dealt with or easily resolved through either of these channels, they shall have the option to bring the grievance to the attention of the Ombudsman Team.

Should the staff member believe that another staff member or manager has behaved in a breach of the Code of Conduct and Professional Ethics, they should file a confidential complaint with the Chief Human Resources Officer. If there is an allegation of fraud, the Oversight Unit takes the lead and coordinates with HRMG and the Director General.

Decisions stemming from findings by the Oversight Unit or the Ethics Committee are governed by the Anti-Fraud Policy and Code of Conduct, and therefore do not fall under the scope of the Ombudsman Team.

The Ombudsman Team consists of two to three staff members representing both HQ and the regions. They are appointed by the Director General in consultation with the Leadership Team and staff at large.

The role and scope of the Ombudsman Team are defined by the respective Terms of Reference, approved by the Director General.

16. END OF EMPLOYMENT

There are different ways in which staff members may end their employment in the Secretariat. This section describes the most common ways in which a staff member's separation from service in the Secretariat may occur.[4]

16.1. Termination

The conditions by which a contract can be terminated by either party shall be specified in the local Conditions of Service.

16.2. Redundancy

Redundancy is defined as "the termination of employment due to the abolishment of a position or positions".

The Rules and regulations on how to deal with redundancies greatly differ from country to country. Therefore it is the responsibility of the Head of Duty Station to ensure that local labour law and practices are strictly adhered to. The Head of Duty Station concerned must consult the Chief Human Resources Officer in HQ and the regional Human Resources lead before taking any action.

16.3. Immediate dismissal

In addition to the provisions in IUCN's Anti-Fraud Policy and Code of Conduct and Professional Ethics, the local Conditions of Service shall clearly specify the reasons for which a staff member can be dismissed immediately and outline the procedure to be followed. These shall be in conformity with local law. The Head of Duty Station concerned must consult the Chief Human Resources Officer at HQ before taking any action.

16.4. Retirement

Staff retire when they reach the retirement age according to local labour law, as spelled out in the local Conditions of Service. Only the Director General may authorise the exceptional extension beyond the retirement age, in the interests of IUCN, subject to compelling operational reasons and to a structured succession plan by the relevant global or regional director. Only global or regional directors may request such an exception of the Director General.

16.5. Mutually agreed separation

It is possible that a staff member and the Secretariat jointly conclude that it is in both parties' interests - unrelated to performance, operational or budgetary reasons - to part ways.

The terms and conditions of the mutual agreement must be set forth in writing and contain the date of separation, the obligations of both parties, and/or the severance provisions; all in line with local labour law, as applicable.

A mutually agreed separation must be approved by the respective global or regional director, with the concurrence of the Chief Human Resources Officer.

17. FINAL CLAUSE

This document, approved by Council at its 95th meeting held in Jeju (South Korea) in October 2018, replaces and substitutes all previous editions of the Staff Rules.

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[4] The End of Employment policy expands on this matter.

Tableau des dispositions des Règles de procédure avec les modifications proposées par le Conseil

visant à améliorer le processus des motions en réponse aux commentaires reçus à la suite du Congrès de 2016,
approuvées par le Conseil de l'UICN en octobre 2018 dans le but de les soumettre à une discussion en ligne
suivi d'un vote électronique des Membres de l'UICN

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
1.	Article 37 des Règles de procédure Si un orateur intervient hors de propos, le Président de la session peut le rappeler à l'ordre. S'il persiste, le Président peut lui interdire de reprendre la parole jusqu'à la fin du débat. […]	Article 37 des Règles de procédure Si un orateur intervient hors de propos ou perturbe la séance, le Président de la session peut le rappeler à l'ordre. S'il persiste à intervenir hors de propos ou à perturber la séance, le Président peut lui interdire de reprendre la parole jusqu'à la fin du débat. […]	Article 37 des Règles de procédure Si un orateur intervient hors de propos ou perturbe la séance, le Président de la session peut le rappeler à l'ordre. S'il persiste à intervenir hors de propos ou à perturber la séance, le Président peut lui interdire de reprendre la parole jusqu'à la fin du débat. […]
2.	*Article 45bis (c) ii) des Règles de procédure:* Le projet d'ordre du jour met l'accent et réserve suffisamment de temps lors de l'Assemblée des Membres pour débattre et voter sur: […] (c) Un nombre limité de motions qui, de l'avis du Groupe de travail des motions : [...] ii) ont fait l'objet de débats et de propositions d'amendements contradictoires, qu'il n'est pas possible de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès ; et [...]	*Article 45bis (c) ii) des Règles de procédure:* Le projet d'ordre du jour met l'accent et réserve suffisamment de temps lors de l'Assemblée des Membres pour débattre et voter sur: […] (c) Un nombre limité de motions qui, de l'avis du Groupe de travail des motions : [...] ii) ont fait l'objet de tels débats et de propositions d'amendements contradictoires ou qui sont tellement controversées, qu'il n'est pas possible de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès ; et [...]	*Article 45bis (c) ii) des Règles de procédure:* Le projet d'ordre du jour met l'accent et réserve suffisamment de temps lors de l'Assemblée des Membres pour débattre et voter sur: […] (c) Un nombre limité de motions qui, de l'avis du Groupe de travail des motions : [...] ii) ont fait l'objet de tels débats et de propositions d'amendements contradictoires ou qui sont tellement controversées, qu'il n'est pas possible de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès ; et [...]

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
3.	Article 49 des Règles de procédure Des motions peuvent être présentées par le Conseil ou par tout Membre ayant droit de vote avec l'appui d'au moins cinq autres Membres ayant droit de vote. Les motions doivent être normalement soumises au Directeur général à une date fixée par le Conseil, six mois au moins avant l'ouverture de la prochaine session du Congrès mondial concernée. Le Secrétariat distribue toutes les motions acceptées qu'il a reçues, à tous les Membres, au moins trois mois avant la session du Congrès mondial concernée.	Article 49 des Règles de procédure (a) Des motions peuvent être présentées par le Conseil ou par tout Membre ayant droit de vote avec l'appui d'au moins cinq autres Membres ayant droit de vote et provenant d'au moins deux Régions. Les motions doivent être normalement soumises au Directeur général à une date fixée par le Conseil, six mois au moins avant l'ouverture de la prochaine session du Congrès mondial concernée. (b) Les mêmes processus et exigences s'appliquent pour les motions qui ont été renvoyées à la prochaine session du Congrès mondial conformément à l'article 56 des Règles de procédure. (c) Le Secrétariat distribue toutes les motions acceptées qu'il a reçues, à tous les Membres, au moins trois mois avant la session du Congrès mondial concernée.	Article 49 des Règles de procédure (a) Des motions peuvent être présentées par le Conseil ou par tout Membre ayant droit de vote avec l'appui d'au moins cinq autres Membres ayant droit de vote et provenant d'au moins deux Régions. Les motions doivent être normalement soumises au Directeur général à une date fixée par le Conseil, six mois au moins avant l'ouverture de la prochaine session du Congrès mondial concernée. (b) Les mêmes processus et exigences s'appliquent pour les motions qui ont été renvoyées à la prochaine session du Congrès mondial conformément à l'article 56 des Règles de procédure. (c) Le Secrétariat distribue toutes les motions acceptées qu'il a reçues, à tous les Membres, au moins trois mois avant la session du Congrès mondial concernée.
4.	Article 51*bis* des Règles de procédure Les Comités nationaux, les Comités régionaux, et les Forums régionaux, lorsque organisés, sont encouragés à fournir un espace pour les motions qui méritent un débat au niveau local et/ou national, afin d'identifier les solutions pouvant apporter une réponse aux questions sous-jacentes.	Article 51*bis* des Règles de procédure Les Comités nationaux, les Comités régionaux, et les Forums régionaux, lorsque organisés, sont encouragés à fournir un espace pour les motions qui méritent un débat au niveau local et/ou national, afin d'identifier les solutions comme la coopération programmatique régionale pouvant apporter une réponse aux questions sous-jacentes en plus de,	Article 51*bis* des Règles de procédure Les Comités nationaux, les Comités régionaux, et les Forums régionaux, lorsque organisés, sont encouragés à fournir un espace pour les motions qui méritent un débat au niveau local et/ou national, afin d'identifier les solutions comme la coopération programmatique régionale pouvant apporter une réponse aux questions sous-jacentes en plus de,

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
		ou en lieu et place, de la soumission d'une motion.	ou en lieu et place, de la soumission d'une motion.
5.	Article 52 des Règles de procédure Des motions ne peuvent être présentées lors du Congrès mondial que : (a) par le Conseil, ou (b) par un Membre ayant droit de vote avec l'appui d'au moins dix autres Membres ayant droit de vote; et (c) uniquement si le Comité des résolutions juge que que le sujet des motions est nouveau et urgent selon les critères suivants et, sur cette base, autorise donc leur distribution aux délégués : i. "Nouveau" signifie que la question qui fait l'objet de la motion vient d'apparaître, ou a connu des évolutions après la clôture du délai de soumission des motions et que cette question, à ce moment, ne pouvait pas être envisagée ; ii. "Urgent" signifie que la question soulevée est d'une importance telle signifie que la question soulevée est d'une importance telle qu'elle ne saurait attendre le prochain Congrès pour être présentée en tant que motion.	Article 52 des Règles de procédure Des motions ne peuvent être présentées lors du Congrès mondial que : (a) par le Conseil, ou (b) par un Membre ayant droit de vote avec l'appui d'au moins dix autres Membres ayant droit de vote provenant d'au moins deux Régions[1] ; et (c) uniquement si le Comité des résolutions du Congrès juge que les motions répondent aux exigences de l'article 54 des Règles de procédure à l'exception des paragraphes (b) vi. et vii., et que le sujet des motions est nouveau et urgent selon les critères suivants et, sur cette base, autorise donc leur distribution aux délégués : i. "Nouveau" signifie que la question qui fait l'objet de la motion vient d'apparaître, ou a connu des évolutions après la clôture du délai de soumission des motions et que cette question, à ce moment, ne pouvait pas être envisagée ; ii. "Urgent" signifie que la question soulevée est d'une importance telle qu'elle requiert une réponse immédiate de l'Union sous forme d'une résolution ou recommandation signifie que la question	Article 52 des Règles de procédure Des motions ne peuvent être présentées lors du Congrès mondial que : (a) par le Conseil, ou (b) par un Membre ayant droit de vote avec l'appui d'au moins dix autres Membres ayant droit de vote provenant d'au moins deux Régions ([1]) ; et (c) uniquement si le Comité des résolutions du Congrès juge que les motions répondent aux exigences de l'article 54 des Règles de procédure à l'exception des paragraphes (b) viii. et ix., et que le sujet des motions est nouveau et urgent selon les critères suivants et, sur cette base, autorise donc leur distribution aux délégués : i. "Nouveau" signifie que la question qui fait l'objet de la motion vient d'apparaître, ou a connu des évolutions après la clôture du délai de soumission des motions et que cette question, à ce moment, ne pouvait pas être envisagée ; ii. "Urgent" signifie que la question soulevée est d'une importance telle qu'elle requiert une réponse immédiate de l'Union sous forme d'une résolution ou recommandation.

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[1] « Régions » étant entendu comme défini dans l'article 16 des Statuts.

Amende- ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
		~~soulevée est d'une importance telle qu'elle ne saurait attendre le prochain Congrès pour être présentée en tant que motion~~.	
6.	Article 53 des Règles de procédure Les motions satisfaisant aux critères de l'article 52 des Règles de procédure sont soumises dans le délai établi par le Comité directeur. Les motions reçues après ce délai ne sont admises qu'avec le consentement du Président de la session.	Article 53 des Règles de procédure Les motions satisfaisant aux critères de l'article 52 des Règles de procédure sont soumises <u>à partir d'une semaine avant l'ouverture du Congrès et jusqu'à la fin des séances de la première journée de l'Assemblée des Membres</u> ~~dans le délai établis par le Comité directeur.~~ Les motions reçues après ce délai ne sont admises qu'avec le consentement du Président de la session.	Article 53 des Règles de procédure Les motions satisfaisant aux critères de l'article 52 des Règles de procédure sont soumises à partir d'une semaine avant l'ouverture du Congrès et jusqu'à la fin des séances de la première journée de l'Assemblée des Membres. Les motions reçues après ce délai ne sont admises qu'avec le consentement du Président de la session.
7.	Article 54 des Règles de procédure Les motions ne sont acceptées que sur décision du Groupe de travail des motions ou du Comité des résolutions sous réserve qu'elles sont compatibles avec l'objectif des motions tel que défini dans l'article 48*bis* des Règles de procédure et qu'elles répondent aux exigences suivantes : (a) <u>Exigences relatives au contenu</u> : i. La motion propose ou modifie la politique générale de l'UICN et, seulement dans la mesure nécessaire et dans le respect total de l'article 51 des Règles de procédure, précise les activités nécessaires pour appliquer la politique ;	Article 54 des Règles de procédure Les motions ne sont acceptées que sur décision du Groupe de travail des motions ou du Comité des résolutions sous réserve qu'elles sont compatibles avec l'objectif des motions tel que défini dans l'article 48*bis* des Règles de procédure et qu'elles répondent aux exigences suivantes : (a) <u>Exigences relatives au contenu</u> : i. La motion propose ou modifie la politique générale de l'UICN et, seulement dans la mesure nécessaire et dans le respect total de l'article 51 des Règles de procédure, précise les activités nécessaires pour appliquer la politique ;	Article 54 des Règles de procédure Les motions ne sont acceptées que sur décision du Groupe de travail des motions ou du Comité des résolutions sous réserve qu'elles sont compatibles avec l'objectif des motions tel que défini dans l'article 48*bis* des Règles de procédure et qu'elles répondent aux exigences suivantes : (a) <u>Exigences relatives au contenu</u> : i. La motion propose ou modifie la politique générale de l'UICN et, seulement dans la mesure nécessaire et dans le respect total de l'article 51 des Règles de procédure, précise les activités nécessaires pour appliquer la politique ;

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
	ii. Les contributions des Membres et/ou des composantes de l'UICN, si elles sont nécessaires à la motion, sont raisonnables et atteignables ; iii. Les objectifs ambitieux de la motion sont raisonnables ; iv. La motion ne se contente pas de répéter le contenu de Résolutions et recommandations précédemment adoptées ; et v. L'auteur d'une motion portant sur des questions de portée locale, nationale ou régionale doit présenter la preuve au moment de la soumission, que le sujet de la motion a déjà été soulevé dans les instances locales, nationales ou régionales, sans atteindre le résultat désiré ; et (b) Exigences relatives au processus et au format : vi. La motion est soumise avant la date limite précisée dans l'article 49 des Règles de procédure ; vii. La motion est proposée et co-parrainée par des Membres ayant droit de vote, conformément à l'article 49 des Règles de procédure ; viii. L'auteur de la motion doit préciser a) quels Membres ou composantes de l'UICN à qui la motion demande d'agir, ont été consultées ou ont collaboré à l'élaboration de la motion ; les actions et ressources nécessaires pour mettre en œuvre la motion, et les contributions que	ii. Les contributions des Membres et/ou des composantes de l'UICN, si elles sont nécessaires à la motion, sont raisonnables et atteignables ; iii. Avoir des arguments techniquement solides et cohérents ; iv. Être précis quant à l'objectif à atteindre; v. Les objectifs ambitieux de la motion sont raisonnables ; ivi. La motion ne se contente pas de répéter le contenu de Résolutions et recommandations précédemment adoptées ; et vii. L'auteur d'une motion portant sur des questions de portée locale, nationale ou régionale doit présenter la preuve au moment de la soumission, que (1) le sujet de la motion a déjà été soulevé dans les instances locales, nationales ou régionales, sans atteindre le résultat désiré ; et (2) les Membres et les membres de la Commission concernée ainsi que d'autres parties prenantes de la zone géographique en question ont été consultés ; et (b) Exigences relatives au processus et au format : viii. La motion est soumise avant la date limite précisée dans l'article 49 des Règles de procédure ; viiix. La motion est proposée et co-parrainée par des Membres ayant droit de vote, conformément à l'article 49 ou	ii. Les contributions des Membres et/ou des composantes de l'UICN, si elles sont nécessaires à la motion, sont raisonnables et atteignables ; iii. Avoir des arguments techniquement solides et cohérents ; iv. Être précis quant à l'objectif à atteindre; v. Les objectifs ambitieux de la motion sont raisonnables ; vi. La motion ne se contente pas de répéter le contenu de Résolutions et recommandations précédemment adoptées ; et vii. L'auteur d'une motion portant sur des questions de portée locale, nationale ou régionale doit présenter la preuve au moment de la soumission, que (1) le sujet de la motion a déjà été soulevé dans les instances locales, nationales ou régionales, sans atteindre le résultat désiré ; et (2) les Membres et les membres de la Commission concernée ainsi que d'autres parties prenantes de la zone géographique en question ont été consultés ; et (b) Exigences relatives au processus et au format : viii. La motion est soumise avant la date limite précisée dans l'article 49 des Règles de procédure ; ix. La motion est proposée et co-parrainée par des Membres ayant droit de vote, conformément à l'article 49 ou

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
	les auteurs et les co-parrains ont l'intention de faire pour sa mise en œuvre; ix. Lorsque la motion porte sur une situation à l'intérieur d'un état ou de plusieurs états mais que son auteur se trouve en dehors de l'état ou de la Région, elle doit être co-parrainée par au moins un Membre de l'UICN originaire de la Région concernée par cette motion, conformément à l'article 49bis des Règles de procédure ; et x. Le modèle de motion approuvé par le Conseil doit être utilisé.	49*bis* des Règles de procédure ; ~~viii~~x. L'auteur de la motion doit préciser a) quels Membres ou composantes de l'UICN <u>ou tierce partie,</u> à qui la motion demande d'agir<u>,</u> ont été consultées ou ont collaboré à l'élaboration de la motion ; <u>b) quels Membres ou composantes de l'UICN ont été consultés, afin d'identifier les solutions pouvant apporter une réponse aux questions sous-jacentes ; et c)</u> les actions et ressources nécessaires pour mettre en œuvre la motion, et les contributions que les auteurs et les co-parrains ont l'intention de faire pour sa mise en œuvre ; ~~i~~x<u>i</u>. Lorsque la motion porte sur une situation à l'intérieur d'un état ou de plusieurs états mais que son auteur se trouve en dehors de l'état ou de la Région, elle doit être co-parrainée par au moins un Membre de l'UICN originaire de la Région concernée par cette motion, conformément à l'article 49bis des Règles de procédure ; et x<u>ii</u>. Le modèle de motion approuvé par le Conseil doit être utilisé.	49bis des Règles de procédure ; x. L'auteur de la motion doit préciser a) quels Membres ou composantes de l'UICN ou tierce partie, à qui la motion demande d'agir, ont été consultées ou ont collaboré à l'élaboration de la motion ; b) quels Membres ou composantes de l'UICN ont été consultés, afin d'identifier les solutions pouvant apporter une réponse aux questions sous-jacentes ; et c) les actions et ressources nécessaires pour mettre en œuvre la motion, et les contributions que les auteurs et les co-parrains ont l'intention de faire pour sa mise en œuvre ; xi. Lorsque la motion porte sur une situation à l'intérieur d'un état ou de plusieurs états mais que son auteur se trouve en dehors de l'état ou de la Région, elle doit être co-parrainée par au moins un Membre de l'UICN originaire de la Région concernée par cette motion, conformément à l'article 49bis des Règles de procédure ; et xii. Le modèle de motion approuvé par le Conseil doit être utilisé.
8.	Article 56 des Règles de procédure Le Comité des résolutions peut soumettre une motion à un comité ou à un groupe de contact *ad hoc* composé de délégués pour examen et conseil, ou décider qu'elle sera directement discutée par le	Article 56 des Règles de procédure (a) Le Comité des résolutions peut soumettre une motion à un comité ou à un groupe de contact *ad hoc* composé de délégués <u>issus de Membres accrédités</u> pour examen et	Article 56 des Règles de procédure (a) Le Comité des résolutions peut soumettre une motion à un comité ou à un groupe de contact ad hoc composé de délégués issus de Membres accrédités pour examen et

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
	Congrès mondial et soumis à son vote. Le Président de la session peut également proposer qu'une motion débattue lors du Congrès mondial soit soumise à un groupe de contact. Les rapports de tels groupes sont normalement examinés par le Comité des résolutions avant leur présentation au Congrès mondial. Les débats au Congrès mondial seront conduits sur la base des textes résultant de ce processus.	conseil, ou décider qu'elle sera directement discutée par le Congrès mondial et soumis à son vote. Il peut également proposer que les motions dont les arguments ne sont pas solides ou cohérents sur le plan technique et qui requièrent d'être davantage développées, ou les motions qui sont tellement controversées qu'il est, selon lui, impossible de produire un texte de consensus pouvant être soumis à une décision de l'Assemblée des Membres, soient renvoyées au prochain Congrès mondial. (b) Le Président de la session peut également proposer qu'une motion débattue lors du Congrès mondial soit soumise à un groupe de contact. (c) Les membres de Commissions, les représentants de Comités nationaux et régionaux reconnus et les membres du Secrétariat peuvent prendre part aux groupes de contact, dans un rôle de soutien et de conseil technique uniquement, sans préjudice de l'application de l'article 66 (c) et (d) des Règles de procédure. (d) Pour les questions difficiles à résoudre en groupes de contact, le Comité des résolutions ou le facilitateur d'un groupe de contact peuvent créer un ou plusieurs groupes de rédaction afin de refléter la diversité des opinions sur la motion,	conseil, ou décider qu'elle sera directement discutée par le Congrès mondial et soumis à son vote. Il peut également proposer que les motions dont les arguments ne sont pas solides ou cohérents sur le plan technique et qui requièrent d'être davantage développées, ou les motions qui sont tellement controversées qu'il est, selon lui, impossible de produire un texte de consensus pouvant être soumis à une décision de l'Assemblée des Membres, soient renvoyées au prochain Congrès mondial. (b) Le Président de la session peut également proposer qu'une motion débattue lors du Congrès mondial soit soumise à un groupe de contact. (c) Les membres de Commissions, les représentants de Comités nationaux et régionaux reconnus et les membres du Secrétariat peuvent prendre part aux groupes de contact, dans un rôle de soutien et de conseil technique uniquement, sans préjudice de l'application de l'article 66 (c) et (d) des Règles de procédure. (d) Pour les questions difficiles à résoudre en groupes de contact, le Comité des résolutions ou le facilitateur d'un groupe de contact peuvent créer un ou plusieurs groupes de rédaction afin de refléter la diversité des opinions sur la motion,

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
		dans l'objectif d'obtenir un texte de consensus. Si un consensus reste impossible, les groupes de rédaction peuvent décider de présenter les vues minoritaires comme amendements.	dans l'objectif d'obtenir un texte de consensus. Si un consensus reste impossible, les groupes de rédaction peuvent décider de présenter les vues minoritaires comme amendements.
		(e) Les rapports de tels groupes de contact ou groupes de rédaction sont normalement examinés par le Comité des résolutions avant leur présentation au Congrès mondial. Les débats au Congrès mondial seront conduits sur la base des textes résultant de ce processus.	(e) Les rapports de tels groupes de contact ou groupes de rédaction sont normalement examinés par le Comité des résolutions avant leur présentation au Congrès mondial. Les débats au Congrès mondial seront conduits sur la base des textes résultant de ce processus.
9.	Article 59 des Règles de procédure Les amendements doivent avoir un rapport direct avec le texte qu'ils sont destinés à modifier. Ils doivent être signés par leur auteur et, à moins d'avoir été proposés au cours d'un débat, soumis à temps pour pouvoir être distribués avant leur examen. Tous les amendements sont normalement soumis au Comité des résolutions. Le Comité des résolutions ou, dans des circonstances particulières, quand un amendement est proposé au cours d'un débat, le Président de la session, décident si un amendement est recevable.	Article 59 des Règles de procédure (a) Les amendements doivent avoir un rapport direct avec le texte qu'ils sont destinés à modifier. Ils doivent être signés par leur auteur et, à moins d'avoir été proposés au cours d'un débat, soumis à temps pour pouvoir être distribués avant leur examen. (b) Tous les amendements sont normalement soumis au Comité des résolutions ou, dans le cas des motions pour lesquelles un groupe de contact a été créé, au groupe de contact concerné. (c) Le Comité des résolutions ou, dans des circonstances particulières, quand un amendement est proposé au cours d'un débat, le Président de la session, décident si un amendement est recevable.	Article 59 des Règles de procédure (a) Les amendements doivent avoir un rapport direct avec le texte qu'ils sont destinés à modifier. Ils doivent être signés par leur auteur et, à moins d'avoir été proposés au cours d'un débat, soumis à temps pour pouvoir être distribués avant leur examen. (b) Tous les amendements sont normalement soumis au Comité des résolutions ou, dans le cas des motions pour lesquelles un groupe de contact a été créé, au groupe de contact concerné. (c) Le Comité des résolutions ou, dans des circonstances particulières, quand un amendement est proposé au cours d'un débat, le Président de la session, décident si un amendement est recevable.

8

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
10.	Article 62*bis* des Règles de procédure [...] La discussion en ligne portant sur les motions est ouverte à tous les Membres de l'UICN, pour une période d'au moins deux mois après la date de publication des motions établie conformément à l'article 49 des Règles de procédure. Le Groupe de travail des motions s'assure que la discussion en ligne portant sur les motions est transparente et respecte dans la mesure du possible la procédure de débat et d'amendement des motions lors du Congrès. Les membres des Commissions, les représentants des Comités nationaux et les membres du Secrétariat peuvent prendre part à la discussion sur les motions en ligne seulement à titre consultatif et dans un rôle de soutien.	Article 62*bis* des Règles de procédure (a) [...] (b) La discussion en ligne portant sur les motions est ouverte à tous les Membres de l'UICN, pour une période d'au moins deux mois après la date de publication des motions établie conformément à l'article 49 des Règles de procédure. (c) Le Groupe de travail des motions s'assure que la discussion en ligne portant sur les motions est transparente et respecte dans la mesure du possible la procédure de débat et d'amendement des motions lors du Congrès. (d) Les membres des Commissions, les représentants des Comités nationaux <u>et régionaux reconnus</u> et les membres du Secrétariat peuvent prendre part à la discussion sur les motions en ligne ~~seulement à titre consultatif et~~ dans un rôle de soutien <u>et de conseil technique uniquement</u>.	Article 62*bis* des Règles de procédure (a) [...] (b) La discussion en ligne portant sur les motions est ouverte à tous les Membres de l'UICN, pour une période d'au moins deux mois après la date de publication des motions établie conformément à l'article 49 des Règles de procédure. (c) Le Groupe de travail des motions s'assure que la discussion en ligne portant sur les motions est transparente et respecte dans la mesure du possible la procédure de débat et d'amendement des motions lors du Congrès. (d) Les membres des Commissions, les représentants des Comités nationaux et régionaux reconnus et les membres du Secrétariat peuvent prendre part à la discussion sur les motions en ligne dans un rôle de soutien et de conseil technique uniquement.
11.	Article 62quinto des Règles de procédure Après la clôture de la discussion en ligne, le Groupe de travail des motions : […] (b) réfère à l'Assemblée des Membres pour la poursuite du débat et le vote, les motions qui ont fait l'objet de débats et de	Article 62quinto des Règles de procédure Après la clôture de la discussion en ligne, le Groupe de travail des motions: […] (b) réfère à l'Assemblée des Membres	Article 62quinto des Règles de procédure Après la clôture de la discussion en ligne, le Groupe de travail des motions : […] (b) réfère à l'Assemblée des Membres

Amende-ment #	Dispositions existantes des Règles de procédure d'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
	propositions d'amendements contradictoires qu'il n'est pas possible, de l'avis du Groupe de travail des motions, de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès.	pour la poursuite du débat et le vote, les motions qui ont fait l'objet de tels débats et de propositions d'amendements contradictoires ou qui sont tellement controversées, qu'il n'est pas possible, de l'avis du Groupe de travail des motions, de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès.	pour la poursuite du débat et le vote, les motions qui ont fait l'objet de tels débats et de propositions d'amendements contradictoires ou qui sont tellement controversées, qu'il n'est pas possible, de l'avis du Groupe de travail des motions, de produire un texte de consensus pouvant être soumis au vote électronique avant le Congrès.
12.	Article 77bis des Règles de procédure Des élections pourront avoir lieu par bulletin de vote ou par vote électronique en insérant dans un appareil la carte de vote des Membres. Lorsqu'un système de vote électronique est utilisé, les Membres qui ne participent pas au vote sont considérés comme s'étant abstenus. Le responsable des élections contrôle l'exactitude du système de vote électronique.	Article 77bis des Règles de procédure Des élections pourront avoir lieu par bulletin de vote ou par vote électronique en insérant dans un appareil la carte de vote des Membres. ~~Lorsqu'un système de vote électronique est utilisé, les Membres qui ne participent pas au vote sont considérés comme s'étant abstenus.~~ Le responsable des élections contrôle l'exactitude du système de vote électronique.	Article 77bis des Règles de procédure Des élections pourront avoir lieu par bulletin de vote ou par vote électronique en insérant dans un appareil la carte de vote des Membres. Le responsable des élections contrôle l'exactitude du système de vote électronique.

Amendements proposés aux Statuts de l'UICN

Constituant une partie de la réponse du Conseil aux commentaires et suggestions pour le processus de motions reçues à la suite du Congrès de 2016, et approuvée aux fins de consulter les membres de l'UICN avant d'examiner leur soumission au Congrès de 2020 pour discussion et vote

Amende-ment #	Dispositions existantes des Statuts de l'UICN	Amendements proposés (avec suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
1.	Article 3 des Statuts Pour atteindre ces objectifs, l'UICN : […] (f) met sur pied des réseaux d'experts et des systèmes d'information pour apporter un appui à ses Membres et à ses composantes ; […]	Article 3 des Statuts Pour atteindre ces objectifs, l'UICN : […] (f) met sur pied des réseaux d'experts ~~et des systèmes d'information~~ pour apporter un appui à ses Membres et à ses composantes ; (f) *bis* fournit des informations, évaluations, analyses, publications et conseils scientifiques sur l'état et les tendances de la nature et des ressources naturelles, notamment sur les menaces, les mesures en faveur de la conservation et les scénarios futurs ; […]	Article 3 des Statuts Pour atteindre ces objectifs, l'UICN : […] (f) met sur pied des réseaux d'experts pour apporter un appui à ses Membres et à ses composantes ; (f) *bis* fournit des informations, évaluations, analyses, publications et conseils scientifiques sur l'état et les tendances de la nature et des ressources naturelles, notamment sur les menaces, les mesures en faveur de la conservation et les scénarios futurs ; […]
2.	[aucun]	[Nouveau] Article 3*bis* des Statuts En vue d'œuvrer vers les objectifs exposés dans l'article 3 (f) *bis* des Statuts, le Secrétariat de l'UICN et les Commissions de l'UICN seront tenue de respecter la norme de travail scientifique la plus élevée, et devront être libres de toute influence indue à ce sujet.	[Nouveau] Article 3*bis* des Statuts En vue d'œuvrer vers les objectifs exposés dans l'article 3 (f) *bis* des Statuts, le Secrétariat de l'UICN et les Commissions de l'UICN seront tenue de respecter la norme de travail scientifique la plus élevée, et devront être libres de toute influence indue à ce sujet.
3.	[aucun]	[Nouveau] Article 31*bis* des Statuts	[Nouveau] Article 31*bis* des Statuts

Amende-ment #	Dispositions existantes des Statuts de l'UICN	Amendements proposés (avec suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
		<u>L'adoption des motions définies dans l'article 48*bis* des Règles de procédure requiert une majorité des deux-tiers des votes exprimés dans la Catégorie A et dans les Catégories B et C combinées.</u>	L'adoption des motions définies dans l'article 48*bis* des Règles de procédure requiert une majorité des deux-tiers des votes exprimés dans la Catégorie A et dans les Catégories B et C combinées.
4.	Article 32 des Statuts Les abstentions ne sont pas comptées comme suffrages exprimés.	Article 32 des Statuts Les abstentions ne sont pas comptées comme suffrages exprimés. <u>Cependant, si la part d'abstentions est égale ou supérieure à un tiers de tous les votes dans les Catégories A ou B et C combinées, alors la motion n'est pas adoptée.</u>	Article 32 des Statuts Les abstentions ne sont pas comptées comme suffrages exprimés. Cependant, si la part d'abstentions est égale ou supérieure à un tiers de tous les votes dans les Catégories A ou B et C combinées, alors la motion n'est pas adoptée.

Amendements au Règlement proposes par le Conseil de l'UICN

visant à améliorer le processus des motions, approuvés par le Conseil de l'UICN en première lecture en octobre 2018 dans le but de consulter les Membres de l'UICN conformément aux articles 101-102 des Statuts

Amende-ment #	Dispositions existantes du Règlement de l'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
1.	Article 29 du Règlement Six mois au moins avant la date fixée pour l'ouverture d'une session du Congrès mondial, le Conseil nomme un Groupe de travail des motions, composé de trois personnes au moins, susceptibles d'être des délégués au Congrès mondial, notamment des individus dans leur capacité personnelle ou d'expert représentant les intérêts communs des Membres et reflétant la diversité des Membres et composantes de l'UICN, et du Directeur général *ex officio*, chargé de guider les Membres en ce qui concerne la présentation de motions, de recevoir celles-ci, de de faciliter la discussion des motions entre les Membres avant le Congrès mondial, les préparer pour soumission au Comité des résolutions et au Congrès mondial, et d'autres tâches décrites dans la VIIe Partie des Règles de procédure. Des motions consolidées peuvent être soumises par le Groupe de travail des motions.	Article 29 du Règlement Six mois au moins avant la date fixée pour l'ouverture d'une session du Congrès mondial, le Conseil nomme un Groupe de travail des motions, composé de trois personnes au moins, susceptibles d'être des délégués au Congrès mondial, notamment des individus dans leur capacité personnelle ou d'expert représentant les intérêts communs des Membres et reflétant la diversité des Membres et composantes de l'UICN, et du Directeur général *ex officio*, chargé de guider les Membres en ce qui concerne la présentation de motions, de recevoir celles-ci, de <u>les préparer pour la discussion en ligne précédant le Congrès ou en vue de leur soumission au Comité des résolutions et au Congrès mondial,</u> de faciliter la discussion des motions entre les Membres avant le Congrès mondial, ~~les préparer pour soumission au Comité des résolutions et au Congrès mondial,~~ et d'autres tâches décrites dans la VIIe Partie des Règles de procédure. Des motions consolidées peuvent être soumises par le Groupe de travail des motions.	Article 29 du Règlement Six mois au moins avant la date fixée pour l'ouverture d'une session du Congrès mondial, le Conseil nomme un Groupe de travail des motions, composé de trois personnes au moins, susceptibles d'être des délégués au Congrès mondial, notamment des individus dans leur capacité personnelle ou d'expert représentant les intérêts communs des Membres et reflétant la diversité des Membres et composantes de l'UICN, et du Directeur général *ex officio*, chargé de guider les Membres en ce qui concerne la présentation de motions, de recevoir celles-ci, de les préparer pour la discussion en ligne précédant le Congrès ou en vue de leur soumission au Comité des résolutions et au Congrès mondial, de faciliter la discussion des motions entre les Membres avant le Congrès mondial, et d'autres tâches décrites dans la VIIe Partie des Règles de procédure. Des motions consolidées peuvent être soumises par le Groupe de travail des motions.

Amende-ment #	Dispositions existantes du Règlement de l'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
2.	Article 40*bis* du Règlement Lorsque les délégués votent normalement en levant leur carte de vote conformément à l'article 67 des Règles de procédure du Congrès mondial de la nature, et si un système de vote électronique adéquat est disponible sur place au Congrès, le vote peut être émis électroniquement, en insérant dans un appareil la carte de vote de chaque Membre. Le décompte des voix pour et contre et des abstentions est effectué par ordinateur et les résultats sont annoncés au Congrès mondial de la nature par le Président de la session, en faisant afficher le décompte des voix sur un écran visible pour tous les délégués ; les voix des Membres gouvernementaux et non gouvernementaux sont indiquées séparément, conformément aux dispositions des articles 34 et 35 des Statuts. Les Membres qui ne participent pas au vote électronique sont considérés comme s'étant abstenus. Le responsable des élections contrôle et assure l'exactitude du système de vote électronique.	Article 40*bis* du Règlement Lorsque les délégués votent normalement en levant leur carte de vote conformément à l'article 67 des Règles de procédure du Congrès mondial de la nature, et si un système de vote électronique adéquat est disponible sur place au Congrès, le vote peut être émis électroniquement, en insérant dans un appareil la carte de vote de chaque Membre. Le décompte des voix pour et contre et des abstentions est effectué par ordinateur et les résultats sont annoncés au Congrès mondial de la nature par le Président de la session, en faisant afficher le décompte des voix sur un écran visible pour tous les délégués ; les voix des Membres gouvernementaux et non gouvernementaux sont indiquées séparément, conformément aux dispositions des articles 34 et 35 des Statuts. ~~Les Membres qui ne participent pas au vote électronique sont considérés comme s'étant abstenus.~~ Le responsable des élections contrôle et assure l'exactitude du système de vote électronique.	Article 40*bis* du Règlement Lorsque les délégués votent normalement en levant leur carte de vote conformément à l'article 67 des Règles de procédure du Congrès mondial de la nature, et si un système de vote électronique adéquat est disponible sur place au Congrès, le vote peut être émis électroniquement, en insérant dans un appareil la carte de vote de chaque Membre. Le décompte des voix pour et contre et des abstentions est effectué par ordinateur et les résultats sont annoncés au Congrès mondial de la nature par le Président de la session, en faisant afficher le décompte des voix sur un écran visible pour tous les délégués ; les voix des Membres gouvernementaux et non gouvernementaux sont indiquées séparément, conformément aux dispositions des articles 34 et 35 des Statuts. Le responsable des élections contrôle et assure l'exactitude du système de vote électronique.

**Amendements proposés au Règlement de l'UICN pour clarifier le processus
pour le renouvellement des membres des Commissions de l'UICN**

Dispositions existantes du Règlement de l'UICN	Amendements proposés (en suivi des modifications)	Nouveau texte proposé tel qu'amendé (toutes modifications acceptées)
Article 72 du Règlement Le mandat des membres des Commissions continue trois mois après la fin de la session ordinaire du Congrès mondial qui suit leur nomination, ou jusqu'au renouvellement des membres de la Commission, si celui-ci intervient plus tôt.	Article 72 du Règlement Le mandat des membres des Commissions continue ~~trois~~ six mois après la fin de la session ordinaire du Congrès mondial qui suit leur nomination, ou jusqu'au renouvellement des membres de la Commission, si celui-ci intervient plus tôt.	Article 72 du Règlement Le mandat des membres des Commissions continue six mois après la fin de la session ordinaire du Congrès mondial qui suit leur nomination, ou jusqu'au renouvellement des membres de la Commission, si celui-ci intervient plus tôt.
Article 75 du Règlement Le Président de chaque Commission nomme les membres de la Commission et, le cas échéant, procède au renouvellement de leur mandat. Les candidats sont choisis, après consultation appropriée avec les membres de la Commission et en particulier avec son Comité directeur, de manière à couvrir un large éventail de sujets et d'opinions, ainsi que de régions géographiques. Le Conseil et les Membres de l'UICN peuvent proposer des candidats aux postes de Présidents des Commissions. Lorsque l'admission en tant que membre d'une Commission est refusée à un candidat, la personne l'ayant présenté peut faire appel de la décision auprès du Conseil, durant la période du mandat de la Commission.	Article 75 du Règlement Le Président de chaque Commission nomme les membres de la Commission et, le cas échéant, procède au renouvellement de leur mandat. ~~Les candidats sont choisis, après consultation appropriée avec les membres de la Commission et en particulier avec son Comité directeur, de manière à couvrir un large éventail de sujets et d'opinions, ainsi que de régions géographiques. Le Conseil et les Membres de l'UICN peuvent proposer des candidats aux postes de Présidents des Commissions. Lorsque l'admission en tant que membre d'une Commission est refusée à un candidat, la personne l'ayant présenté peut faire appel de la décision auprès du Conseil, durant la période du mandat de la Commission.~~	Article 75 du Règlement Le Président de chaque Commission nomme les membres de la Commission et, le cas échéant, procède au renouvellement de leur mandat.

Amendement de l'Article 45*bis* du Règlement de l'UICN

	Personnes focales mondiales du Conseil de l'UICN
Article 45*bis* du Règlement de l'UICN actuel :	**Proposition d'amendement de l'Article 45*bis* du Règlement de l'UICN :**
Le Conseil nommera un Membre du Conseil comme Personne focale mondiale du Conseil de l'UICN pour les océans mondiaux.	Le Conseil ~~nommera~~ pourra nommer ~~un~~ des Membres du Conseil comme Personnes focales mondiales du Conseil de l'UICN, ~~pour les océans mondiaux.~~ pour une période allant jusqu'à la fin du mandat pour lequel il/elle a été élu(e), dans l'objectif de : (a) Renforcer la compréhension du Conseil sur un sujet précis et améliorer l'inclusion de ses délibérations ; (b) Contribuer à améliorer la visibilité du travail de l'UICN avec les principales parties prenantes ; (c) Mettre l'accent sur, et encourager, un ensemble de travaux cohérent dans l'UICN sur la question concernée, par un travail de liaison avec le Secrétariat, les Commissions et les Membres ; et (d) Donner son point de vue et ses conseils au Conseil par le biais du comité du Conseil pertinent, y compris sur la politique, la gouvernance et les implications en termes de ressources.

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
Africa	1	Alliance des Défenseurs des Droits Humains et de l'Environnement au Tchad (Chadian Alliance of Defenders of Human and Environment Rights)	ADHET	Chad	https://www.facebook.com/nandjede/	NG
	2	Conservation des Espèces Marines (Marine Species Conservation)	CEM	Côte d'Ivoire	http://www.ong-cem.org	NG
	3	Forêts pour le Développement intégral (Forest for Integral Development)	FODI	Democratic Republic of the Congo	http://www.fodi-rdc.org	NG
	4	Herp Conservation Ghana	Herp- Ghana	Ghana	http://www.herpghana.org	NG
	5	Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority)	AAAC	Guinea Bissau		GA
	6	Giraffe Conservation Foundation	GCF	Namibia	http://www.giraffeconservation.org	NG
	7	Busitema University Faculty of Science and Education Nagongera Campus	BUFSE	Uganda	http://www.busitema.ac.ug	NG
Meso and South America	8	Reserva Ecologica de Guapiaçu (Guapiaçu Ecological Reserve)	REGUA	Brazil	http://www.regua.org	NG
	9	Sociedade para a Conservação das Aves do Brasil - SAVE Brasil (Society for the Conservation of Birds in Brazil)	SAVE - Brasil	Brazil	http://www.savebrasil.org.br	NG
	10	Fundación Ecohabitats (Ecohabitats Fundation)	Ecohabitats	Colombia	http://www.fundacionecohabitats.org	NG
	11	Fundación Neotrópica (Neotropica Foundation)	FN	Costa Rica	http://www.neotropica.org	NG
	12	Fundación EcoMinga (EcoMinga Foundation)		Ecuador	http://www.ecomingafoundation.wordpress.com	NG
	13	Fundación Chito y Nena Kafie		Honduras	http://fundacionchitoynenakafie.org	NG
	14	Red de Manejo del Bosque Latifoliado de Honduras (Broadleaf Forest Management Network of Honduras)	REMBLAH	Honduras	http://www.remblah.com	NG
	15	ALTERNARE A.C.		Mexico	http://www.alternare.org	NG
South and East Asia	16	The NGO Forum on Cambodia	NGO Forum	Cambodia	http://www.ngoforum.org.kh	NG
	17	Green Hunan	GH	China	http://www.greenhunan.org.cn	NG
	18	Guangdong Forest Parks Association	GFPA	China	https://park.gdf.gov.cn/index.php?option=com_sectionex&view=category&id=13&Itemid=33	NG
	19	Yunnan Green Environment Development Foundation	YGF	China	http://www.ygf.yn.cn/	NG

Members admitted by the 95th Council in October 2018

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
South and East Asia	20	Watawaranka Lagi Yuwa Sanjal (Youth Alliance for Environment)	YAE	Nepal	http://yae.org.np/	NG
	21	Azad Jammu & Kashmir Environmental Protection Agency	AJK-EPA	Pakistan	http://www.epaajk.gok.pk	GA
	22	Saibaan Development Organization	SDO	Pakistan	http://www.saibaan.org.pk	NG
Oceania	23	NSW Biodiversity Conservation Trust	BCT	Australia	http://bct.nsw.gov.au	AF
West Europe	24	Agence Française pour la Biodiversité (French Agency for Biodiversity)	AFB	France	http://www.afbiodiversite.fr	AF
	25	Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research)	ABNCR	France	http://www.beauvalnature.com/	NG
	26	Association Française des Entreprises pour l'Environnement (French association of companies for the environment)	EPE	France	http://www.epe-asso.org	NG
	27	Fondation d'entreprise Biotope (Biotope Corporate Foundation for Biodiversity)		France	http://biotope.fr/fondation-biotope-pour-la-biodiversite/	NG
	28	Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens)	VdZ	Germany	http://www.vdz-zoos.org	NG

NG *National Non Governmental Organisations* GA *Government agencies*
AF *Affiliates*

Eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund

COUNCIL DECISION C/95/18

The IUCN Council,
On the recommendation of its Governance and Constituency Committee,
Endorses the eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund. (**Annex 17**)

Eligibility for Support

The Membership Fund is to be used exclusively for supporting RCF to be held between May and end of August 2019. No other activities are eligible for resources from the Membership Fund. The exact allocation per Regional Office and other eligible offices will be communicated to the Regional Director/Head of the relevant Office/Unit by the Global Director, Union Development Group, on an individual basis.

The allocation will depend primarily on a combination of:

- The number of Members in good standing[1] associated to the specific Regional /eligible IUCN office minus the number of Members that did not comply with requirements of the 2016 Sponsored Delegates Programme[2].

- The number of Members in good standing from countries with low, middle and high income economies as classified by the World Bank. http://iccmoot.com/wp-content/uploads/2017/07/World-Bank-List-of-Economies.pdf
  A value of 1 is assigned for Members in good standing from low and mid-income and 0.5 for high-income.

In summary, the following formula will be used to distribute the Membership Fund to the different offices:

$$\frac{(a*1) + (b*0.5) - c}{d - (e*0.5) - f}$$

Where:

a: Number of Members in the region from low and middle income economies that are current in the payment of their dues (up to and including 2017)

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[1] Cut-off date is 30 November 2018
[2] Members that did not comply in 2016 will not be eligible to receive funds to attend the RCFs, as agreed by CPC at 84th Council. The requirements were: 1.) to participate in the e-vote on Motions prior to Congress, 2.) to vote in at least 75% of the decisions at the 2016 Congress and 3.) to submit a post-Congress report. For the purpose of the current allocation, non-participation in the e-vote will not be taken into account and compliance with one of the two remaining criteria would be enough.

b: Number of Members in the region from high income economies that are current in the payment of their dues (up to and including 2017)

c: Number of Sponsored delegates in the region that did not comply with one of the two following requirements: voting in at least 75% of the decisions at the 2016 Congress or submitting a post-Congress report.

d: Total number of Members worldwide that are current in the payment of their dues (up to and including 2017).

e: Number of Members worldwide from high income economies that are current in the payment of their dues (up to and including 2017).

f: Number of Sponsored delegates worldwide that did not comply with one of the two requirements mentioned in "c" (above).

95th Meeting of IUCN Council – October 2018

44th Meeting of the Programme and Policy Committee of Council (PPC)
6th October 2018 – Jeju, Republic of Korea

Approved by the IUCN Council at its 95th Meeting, decision C/95/19, October 2018
(Modifications made by Council are shown in red characters)

PPC members: Jan Olov Westerberg (Chair), Amran Hamzah, Peter Cochrane, Jonathan Hughes, John Robinson, Carlos Durigan, Ana Tiraa, Michael Hosek, Kristen Walker, Angela Andrade, Sean Southey

IUCN Secretariat Staff: Cyrie Sendashonga, Jane Smart, Stewart Maginnis, Victoria Romero, Sonia Peña Moreno. Charles Lor was connected to the meeting through Skype as he could not arrive in time to present on items 1, 3 and 4.

The Chair, Jan Olov Westerberg opened the meeting at 9:15 am and proposed changes in the agenda to start with items under 2, due to the possible late arrival of PPC co-chair and Charles Lor. Under AOB he proposed 3 topics that had been brought to his attention: Africa Parks Congress, Latin America Parks Congress and a guidance note for implementing WCC-2016-REC-102 to be brought to the consideration of the next (45th) meeting of PPC. The agenda was approved with these additions.

1. **IUCN Work Plan 2019 incl. the Commissions' Work Plans 2019 for submission to Council for approval (DEC)**

Purpose of the agenda item
The 2019 Work Plan and Budget is the overarching strategic planning document for the third year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, regional programmes and Commissions contribute to this document which is submitted for Council's approval. The document reports on progress against the 2018 plan and what will be delivered in 2019, based on the 4 year results established at the beginning of the intersessional period (February 2017). It also provides detailed budget information, including trends and analysis on core and project income and expenditure, staffing and staff costs, investments in information systems, and reserves. Finally, it highlights key risks and risk response in the delivery of the plan and budget for 2019.

Brief summary of the discussion
Charles Lor (Head, Planning, Monitoring & Evaluation Unit) made a presentation through Skype for Business. Main issues highlighted in his presentation included:
-   2019 portfolio data shows a slight decrease of the total number and total portfolio value of projects under implementation (C list) compared to 2018.
-   Effective shift to larger projects while retaining a healthy mix.
-   A large majority of projects engage Members, Commissions or National Committees.
-   Contributions to the SDGs and the Aichi Targets have remained stable.
-   There has been significant progress on improving and further developing the Programme and Project Portal including a system of regular, quarterly data update and quality exercises in an effort to improve the data quality and confidence in the information.
-   The *Traffic light assessment of progress* of the IUCN Programme 2017-2020 demonstrates that overall progress would be good with some areas of concern (for 8 out of 30 targets).
-   By end of 2019, more than 1/3 of Programme targets will be on track to be achieved.

- For each Programme area, Charles presented areas which deserve more attention as there has been insufficient rate of progress.
- In closing he referred to areas in which the Secretariat continues to build foundations for high quality programming – strategy and partnerships; governance, risks and controls; resource management, people and culture; and communications.

The Chair opened the floor for comments.

- Angela Andrade questioned the assertion in the document about insufficient progress in the area of NBS (Target 23) and it was explained that there are areas which show low implementation rate in spite of progress. These areas would require massive ramp up in the last year of implementation.
- John Robinson questioned the way in which we define targets and go about measuring success. In his view, some targets are qualitative and thus were marked down with insufficient progress which perhaps is a reflection of "over ambition" in the design of those targets rather than a reflection of lack of progress (e.g. Targets 1 and 4 on KBAs have incredibly advanced).
- It was explained that the traffic lights approach is a simple measuring tool to track progress. The targets used are those we already had. The green flags do not reflect the level of effort and are not a judgement on the issues themselves.
- Cyrie Sendashonga, Global Director, Programme and Policy Group, recalled that when the 2013-2016 Programme was adopted we agreed on targets without having clarity about how to go about implementing them. This was particularly the case for knowledge products' targets such as the NRGF which were assumed to be available to be used in assessing natural governance systems in the intersessional period 2013-2016 without taking full account of the time and resources that would be required to develop the knowledge product to begin with. In the 2017-2020 Programme we corrected that by reflecting the development of those knowledge products as targets in their own right.
- The PPC Chair praised all the work carried out. He nevertheless expressed some concern about how this work is being presented as it does not reflect how Members of IUCN contribute to it. In moving forward, he suggested to better plan and account for Members' contributions to IUCN's work plan and the expression of those.
- Stewart Maginnis, Global Director, Nature Based Solutions Group, recalled the idea of developing a "typology" of engagement of Members to better reflect membership engagement in Programme delivery.

Conclusion

DRAFT COUNCIL DECISION
The IUCN Council, on the recommendation of The Programme and Policy Committee, ***approves*** the IUCN Work Plan 2019 including the Commissions' Work Plans.

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2. Specific Programme and Policy Issues

2.1. Update on the post-2020 global biodiversity framework incl. establishment of the task force following discussions at PPC43 (May 2018) **(DEC)**

Purpose of the agenda item
Jane Smart, Global Director, Biodiversity Conservation Group, made a presentation on IUCN's evolving position on the post-2020 process, explained the process and timeline under the CBD and IUCN's inputs so far, main IUCN evolving points regarding the new framework, the linkages with the SDG framework and the IUCN Congress in 2020. The idea of a series of Summits at the level of Heads of State in 2020 (possible Summit convened by France in conjunction with the Marseille WCC and a possible Summit at UN level convened

by the UN Secretary General in conjunction with UNGA 76) focusing on biodiversity was briefly mentioned. She then introduced the TORs for the PPC Task Force on post-2020.

Brief summary of the discussion
- Sean Southey commented on the need to better articulate a communications and outreach strategy for biodiversity. He stressed CEC's collaboration with the SCBD in this regard.
- John Robinson commented on ideas that are under discussion with respect to the "measurability" of biodiversity targets (compared to the climate change targets) and urged for consideration of some sub-targets or proxies for biodiversity which are measurable in the post-2020 framework.
- Jonny Hughes commented on the current CBD framework and the lack of articulation between the targets and the benefits in terms of overall impact on people's lives and livelihoods. He also alluded to the lack of articulation with benefits for humanity. He stressed the need for accountability relative to outcomes and used the example of the EU which has been good in putting together outcome-focused targets. He also highlighted the key role of cities in achieving conservation targets.
- Some PPC members reflected briefly on the use of the term biodiversity vs. nature and questioned whether this was only a communications issue. Some felt that we don't communicate well on the role of biodiversity and proposed thinking about referring to nature in a wider sense.
- Some also noted that synergies across the MEAs is essential in the run-up to the adoption of the new framework and stressed the need to link to the 2030 Agenda for Sustainable Development and the SDG framework.
- Kristen Walker commented on the failure to deliver on benefits for all, in particular impacts on indigenous peoples, and called for proper consideration of this aspect in the new framework.
- Some members called on IUCN to be a driver and catalyser of the idea of voluntary commitments, and to facilitate the expression of such big bold commitments for biodiversity before CBD-COP15. Some referred to IUCN's WCC in 2020 as the perfect opportunity to advance this.

Conclusion
PPC suggested specific changes to the TORs along the following lines:
Objectives: These are quite broad, strong and necessary. The language in 2 (biodiversity-related targets) should be changed for something broader by simply referring to relevant targets. The connections to climate change as a main driver of biodiversity loss need to be strengthened. In # 5 it was suggested to use "leverage IUCN Members and Commissions" instead of "encourage". It was suggested mentioning other PPC Task Forces and their relationship with this new TF.
Functions: This TF is a significant vehicle of Council to engage with the post-2020 process, therefore there is need to specify a more active role for the TF rather than only providing advice (e.g. supporting IUCN in developing targets and indicators for the post 2020 biodiversity framework).
Modus operandi: General agreement.
Duration: no comment, except to make sure there is a transition with the next Council after 2020 to keep this important piece of work going forward.
Composition: the general suggestion is to have no more than 12 members, regionally, thematically and gender-balanced, with expertise in the area. Capacity and availability to contribute should also be considered. Membership will be open for other Council members to participate. The PPC Chair will invite nominations in his report to Council. Once members of Council have expressed their interest in participating, the PPC Chair will make a first suggestion based on gender, regions and cultural background. The PPC Chair will also make a suggestion for a TF Chair. The decision will be made after e-mail consultation.

The TORs of the Task Force were amended accordingly, and can be found in **Appendix 1** to the present report.

Conclusion

> DECISION
> The Programme and Policy Committee *establishes* a Post-2020 Global Biodiversity Framework Task Force, *approves* the amended TORs and *invites nominations* from other Council members to form part of the Task Force membership.

2.2.   *Revision of IUCN's Policy on Gender Equality* (DEC)

Purpose of the agenda item
The Programme and Policy Committee is invited to consider the revised Gender Equality and Women's Empowerment Policy and make a recommendation to Council regarding its approval. The purpose of the Policy is to guide and ensure that gender equality and women's empowerment are systematically and comprehensively recognised, addressed and accounted for in the IUCN Programme and project portfolio, and that the IUCN Programme and project portfolio is ultimately improved, through a gender-responsive approach.

Brief summary of the discussion
Stewart Maginnis presented the background, the process and the objectives of the revised Gender Equality Policy.
Questions were raised on the role of the Global Rights and Governance Programme (GRGP), how to ensure the policy is applied, what will be the quadrennial synthesis and the lack of reference to a budget. Stewart explained that the policy was written in such a way to have buy-in and ownership of the policy by Managers and that work was being carried out with the PM&E unit to develop metrics for example, to ensure that there is a gender-gap assessment at the beginning of projects and having sex-disaggregated data to establish baselines. He pointed out that the revised policy was being presented now – even when work remained to be done – to inform the drafting of the new Programme and that it would align with other HR policies across the Secretariat.

Conclusion

> DRAFT COUNCIL DECISION
> The Council,
> *On the recommendation* of the Programme and Policy Committee, *approves* the IUCN Gender Equality and Women's Empowerment Policy with the following amendments:
> **Applicability**
> 12. This Policy applies to all Secretariat staff, and Commissions members, and can provide guidance to National Committees and IUCN Members.

2.3.   *Update on the retirement of Resolutions (WCC-2016-Res-001) incl. the possible establishment of an ad-hoc working group or equivalent in order to consider the initial classification carried out by the Secretariat* (DEC)

Purpose of the agenda item
Resolution 001 from the 2016 Congress entitled *"Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions"* calls upon the IUCN Council to continue its work related to retiring Resolutions and Recommendations, inter alia by:

a) Establishing criteria for identifying obsolete Resolutions and Recommendations

b) Establishing a working group or equivalent to undertake the review of IUCN Resolutions and Recommendations with the objective of applying the criteria established

c) Draw on the expertise of Members and Commissions in the review process

d) Create an accessible archive of Resolutions and Recommendations that no longer require implementation (*as approved by Council*) and update the IUCN Resolutions and Recommendations Platform to include only those Resolutions and Recommendations still requiring implementation in order to facilitate future efficient and effective review.

Considering the work already carried out by the Secretariat, the PPC was invited to set up an ad hoc working group or equivalent including representatives from all other Standing Committees in order to review the classification carried out by the Secretariat before the 96th Meeting of the IUCN Council.

Brief summary of the discussion
Cyrie Sendashonga introduced the item. Victoria Romero, Global Policy Unit, made a short presentation. Recalling the step-wise process carried out so far, she pointed out at a number of Resolutions marked as "To be Determined" - TBD (378 in total) for which GPU received conflicting information or views from colleagues in the Secretariat about their status of implementation and for which advice and guidance would be needed from the ad hoc task force or group established under PPC.

PPC members congratulated the Secretariat for the impressive work carried out so far. A Councillor asked about the resources and expertise that would be available to the Task Force to do its work. The PPC Chair clarified that the TF will be asked to provide guidance on the work already carried out by the Secretariat and not to re-do the work altogether.
As a further reflection, Cyrie Sendashonga noted that one interesting follow-up to this exercise of retiring Resolutions, once completed, would be to carry out a thorough policy analysis to identify strategic policy priorities in IUCN's general policy. This is however a very massive undertaking and would require proper consideration of human resources to carry it out before embarking on it.

Conclusion
The Chair proposed to nominate a Chair for the Task Force to carry out the requirements in Resolution 001 having as the basis the TORs already provided in the background document, bearing in mind that this work has to be finalized before May 2019 when the motions submission process starts for the 2020 WCC.

Peter Cochrane was appointed as Chair of this new Task Force. He was asked by the PPC Chair to finalize the TORs in the standard format and circulate them to PPC to approve by email.[1]

PPC will issue an open call to Council for nomination of other members of the Task Force.

DECISION
The Programme and Policy Committee **establishes** a Task Force on Resolutions Retirement, **appoints** Peter Cochrane to act as its Chair, and **invites nominations** from other Council members to form part of the Task Force membership.

The TORs can be found in **Appendix 2** of the present report.

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[1] The ToR were approved by PPC by email correspondence immediately following the end of the 95th Council meeting.

3. Strategic directions for the development of the IUCN Programme 2021-2024 (DEC)

The Chair proposed to gather comments, impressions and overall guidance on the Programme construct based on the power point presentation which was previously distributed to PPC.

Brief summary of the discussion
The construct has some valuable innovation on mainstreaming IUCN to the non-conservation sectors but there are several shortcomings, in particular the following recurrent comments:

- Missing the heartland (we don't recognize the IUCN that we know) - the biodiversity piece central to IUCN's work and messaging seems to have disappeared.
- Overall direction unclear; lacks vision and passion, has no compelling story behind the proposed priority actions and no powerful narrative to sell the vision (it is not a call to action).
- Construct made of priority actions that are not connected logically - there is a disconnect between IUCN's heartland, what the new construct is proposing to do and how it will be measured.
- It should be built around outcomes rather than themes.
- Strategic priorities that have been flagged by Council over past years still not addressed, e.g. agriculture interface with nature/biodiversity conservation; urban dimensions/nature in cities; green economy; climate change as a big existential threat to life on this planet and to livelihoods.
- Proposed indicators are unambitious and in some cases, the targets they measure already reached.
- Unclear target audience - who is it written for?
- Uninspiring and difficult language – need for a short, inspiring and clear programme document, which can be accompanied by other documents targeting various audiences, including an internal operational document.
- Top down not considering current important conversations (e.g. the 'nature needs half' movement; the post 2020 global biodiversity framework under development) on what is needed to secure a healthy nature that provides benefits to people for better livelihoods.
- Need for big idea.
- Does not show how it builds on previous programmes so that we can see what we have learnt and how we have moved action on certain concepts.
- Missing the connection with Members and not amenable to regional implementation because of lack of capacity of to deal with difficult new concepts.
- The niche of IUCN as an Implementing Agency for GEF and GCF not leveraged enough in the construct.
- There could be benefits on focusing the construct on the narrative of 'nature matters' as demonstrated by the 'wedding cake-like' approach adapted from the planetary boundaries model showing the importance of the biosphere-related cluster of SDGs (SDG 14, 15, 6, 13) which underpin sustainable development and where most of IUCN core expertise is concentrated.

In terms of process, PPC wishes to be closely engaged moving forward and continues to support the principle of an early Members' consultation. The construct could be launched at CBD COP 14 to initiate consultations with several IUCN members (States and NGOs) who will be there. Decentralised (digitalized) approaches and approaches mediated through national and regional committees can both be used to consult members.

The PPC requested to receive the next iteration of the Programme construct in order to give approval before it is distributed to Members for consultation. PPC will have a Skype meeting soon to discuss this.

Conclusion
The PPC Chair will highlight these comments to the Council plenary under item 5.1 of the Council agenda.

4. Annual Update on Evaluations (INF)

Purpose of the agenda item
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.

Brief summary of the discussion
Charles Lor informed the PPC by Skype for business of the current and future reviews, such as the external review on IUCN's governance (that will be completed in January 2019), an external review of IUCN commissioned by the DG for the period 2019-2020, and a forthcoming evaluation of the Swiss framework agreement commissioned by the Swiss Development Corporation. He further reflected on the current system, highlighting its transparency and consistent quality control as its strengths, but also the challenge that is to extract lessons learned, the potential conflict between accountability and learning and its backward-looking nature. Advice to address some of these challenges and further develop the evaluation function includes collaboration with the academia and other evaluation institutions, for example, and be more prospective – to know from the beginning the type of information that is being looked for across the projects. Finally, he pointed out that the evaluation policies are due for an update in light of the update of the evaluation criteria of organisations such as OECD whose standards we had been following, and to align with the GEF/GCF and donors' evaluation policies.

5. Follow-up on assignments - *Mainly about 2016 WCC Resolutions requiring action from Council* (INF)

Progress reports were presented on the following Resolutions:

- **WCC-2016-Res-018- Toward an IUCN standard classification of the impact of invasive alien species (Jane Smart)**

An IUCN wide consultation was held in 2017 on a draft EICAT standard which received 260 responses. All comments and recommendations received have been reviewed, and IUCN Secretariat with ISSG support are finalising the responses. Based on consultation feedback, minor edits and clarifications are being made (e.g. providing additional examples) to the draft version of the EICAT standard. The next steps include the integration of various IUCN invasive alien species databases into one single data base (funding for this is being sought) and incorporating and making accessible EICAT assessment results (note GISD species pages already link across to the IUCN Red List). The finalised draft EICAT standard will then be submitted to Council for consideration

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

- **WCC-2016-Res-030 -Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas (Kristen Walker)**

A meeting of Indigenous Peoples Organizations (IPOs) members of IUCN was convened earlier in the year and a strategy was developed for: the engagement of IPOs in global policy processes and with other constituencies of IUCN on one hand, and on the other hand for work on IP governance and management practices. At the international level, or the first time, IUCN was represented by an IPO representative at the UNPFII, and IPOs will also be part of IUCN delegations in CBD and UNFCCC meetings. IPO Members of IUCN have been actively engaging with other IPOs highlighting the value of becoming Members of IUCN – in Peru, Federacion Nativa de Rio Madre de Dios y Afluentes (FENAMAD) launched an office to support IPOs in the region to become IUCN members. She also mentioned the engagement of IPO in the Primary Forest Task Team.

Discussion followed on how the Secretariat could engage more with this constituency and was suggested to better take into account the wealth of evidence-based information regarding the work of IPs, and having an IP person as part of the staff in the Rights and Governance Programme.

Work has been carried out with ICCA Consortium and other partners to develop best practice guidance on the identification, recognition and respect for ICCA's in protected area overlap situations.

- **WCC-2016-Res-045 Protection of primary forests, including intact forest landscapes (Stewart Maginnis)**

The reconstituted Task Team, co-chaired by Brendan Mackey and Kristen Walker met in August 2018. The 2-day meeting was centered around a "writing workshop" format with initial drafting undertaken around a pre-agreed policy document framework. A key development is the launch of a web page on IUCN site with particular focus on primary forests and intact forest landscapes. A consultation with IUCN Secretariat & Commissions plus selected Members and partners is planned for January-May 2019 after which the Task Team will meet again before presentation of the final draft for Council's endorsement in its second meeting of 2019.

- **WCC-2016-Res-086 Development of IUCN policy on biodiversity conservation and synthetic biology (Cyrie Sendashonga)**

The update focused on the timeline for the process of implementation of the Resolution. A first draft of the Scientific and Policy Assessment was developed and put out for peer review and wider consultation from 20 August to 24 September 2018. A third Task Force (Technical Sub-Group) meeting will take place in November to finalize responses to reviewers, and prepare key messages. A side event was registered for CBD COP 14 in Egypt in November to present this work so far. The Task Force will have another meeting to start drafting policy in December this year.

6. **Reports from task forces established by the PPC**

6.1. Urban TF (Jonathan Hughes)
Jonathan Hughes, Chair of the TF reported back on the work carried out by the Task Force and shared a number of messages:

- Funding was secured to build the Alliance and develop a new City Nature Index.
- The Alliance Director has been appointed. The position will be hosted at the Scottish Wildlife Trust. An MoU underpinning this One Programme working model between IUCN and Scottish Wildlife Trust is near finalised.
- The Urban TF suggests having an IUCN Urban/Cities Pavilion at the IUCN World Conservation Congress to firmly signal urban is a new strategic priority for the Union and rally members.

- UTF members expressed disappointment that urban nature issues have not figured in the early 2021-24 IUCN Programme 'construct' and that this was critical if we are serious about capturing a 'niche' in this area.
- Connect with the World Bank to discuss IUCN's involvement in the Panorama Solutions Urban Component.

6.2. *Private Sector TF (John Robinson)*

The Chair of the Task Force reported on the discussions held at the meeting of the TF. He summarized a number of recommendations that emerged including a request to the Business and Biodiversity Programme (BBP) to provide a summary overview of the "IUCN Operational Guidelines for Business Engagement" which presently informs IUCN decision making as well as a brief overview of IUCN's current business engagement at each PSTF meeting. BBP will also circulate a copy of the Act4Nature commitments.

On behalf of PSTF, Jonathan Hughes and Kristen Walker will champion a consultation process to develop a draft paper on natural capital to share for further discussion and input during IUCN Regional Conservation Fora in 2019. BBP will also share more information on the development of the Natural Capital Protocol (NCP), the new biodiversity guidelines and toolkit; and BBP will also look at what the Scottish Wildlife Trust has done on this front to consider including in the new toolkit.

Recognizing the importance of a possible CEO Summit at the 2020 WCC, and recognizing the opportunity of more than just financial commitments, the TF Chair and Gerard Bos will seek to identify ways for the PSTF to contribute to the outcomes of the CEO Summit. This will then be brought back to the PSTF for consideration.

6.3. *Climate Change TF (Angela Andrade)*

Angela Andrade, Chair of the TF, provided a summary of the Task Force's discussions and a number of messages:
- IUCN has been involved in wide array of issues happening around climate change in 2018: UNFCCC and CBD intersessional meetings and COPs, the Global Climate Action Agenda, and the World Heritage Convention.
- The different Commissions' specialist groups have produced publications and articles related to Protected Areas and climate change, species vulnerability to climate change, and have been involves in guidelines for countries to implement ecosystem-based approaches to climate change adaptation and disaster risk reduction.
- The CCTF considers that there is a necessity to produce and deliver high-level, integrated messages on climate change impacts, biodiversity and livelihoods for larger-than-3° scenarios.
- Further, the TF identified the following needs:
    o be more strategic and provide the sense of urgency;
    o improving communication, education and better engaging the youth, local communities and business sector;
    o considering linkages of ecological, social and cultural components: aggregation synthesis of IUCNs climate change work;
    o address key gaps (e.g. climate change considerations in IUCN Red Lists, Soils, land degradation, traditional knowledge, etc.);
    o address the challenge to synthesise the different existing pieces together and build the necessary synergies.

7. **Report from Council's Global Oceans Focal Person**

Peter Cochrane made a brief presentation focusing on the current trends, IUCN's role and

highlighting IUCN's Council role.

Regarding trends, he highlighted the rising heat content, acidification which is a rising threat to coral reefs and carbonate-based life, plastic pollution, worrying trends in terms of pollutants (e.g. PCBs on Orcas), fisheries, noise, loss of habitats, etc. He also highlighted that in terms of governance, positive trends can be observed with the launching within UNCLOS of negotiations to have an international instrument on the conservation of marine biodiversity beyond national jurisdiction. Finally, he also alluded to the increased coverage of MPAs cautioning that this doesn't necessarily translates into management quality and pointed out at the fact that it will take a very long time to alter the changes.

IUCN's role was summarized as championing the need for urgent action on: building awareness and understanding of issues and consequences (ocean and human health); raising awareness about impacts from climate change, pollutants and waste control; and cooperation on improved governance and management.

Finally, regarding Council's role, Peter suggested to focus on: recommending and guiding a much stronger emphasis on oceans issues at the WCC 2020 and in the 2021-2024 IUCN Programme, in the post 2020 biodiversity architecture, through the UNFCCC, through the SDGs and improved targets and indicators as well as through increased capacity building.

PPC members welcomed the report. Ana Tiraa noted deep sea mining as a major issue affecting Pacific Island nations and many others. Recognizing the interface between land and sea, Jonny Hughes praised the work that has been carried out under the leadership of the Global Marine and Polar Programme and WCPA.

8. **Other issues announced in advance**

8.1. ***Africa Parks Congress***
8.2. ***Latin America Parks Congress***

Preparations have started for an Africa Protected Area Congress (APAC), to be held in Nairobi 18-23 November, 2019. The Congress will be organised with the support of WCPA and hosted by Government of Kenya.

This will be a Pan-African Congress, designed and led by Africans to promote innovative conservation, identify regional challenges and highlight priorities for Africa, with results to be fed into the post-2020 biodiversity framework. There is already strong support from the Government of Kenya, the IUCN regional offices in Africa and partners from regional and international NGO members. Although the time is short for preparation, the partners are confident that they can deliver a good meeting, involving participants from across the whole of Africa.

There is no expectation that IUCN will provide staffing or financial resources to support this Congress but the organisers and host country would like IUCN endorsement.
A decision was proposed by Kathy MacKinnon and Ali Kaka.

Members of the PPC also recognised that preparations are well advanced for the Third Latin America Parks Congress, organised by REDPARQUES. It will take place in Lima, Peru, from 17-20 March 2019.

DRAFT COUNCIL DECISION
The IUCN Council,
on the recommendation of its Programme and Policy Committee,
welcomes

- the proposal for an Africa Protected Area Congress to take place in November 2019, and
- the Third Latin America and the Caribbean Parks Congress, to take place in Lima, Peru, in March 2019, and

encourages all IUCN Members and Commissions to support these events to showcase innovation and further conservation in the Regions concerned.

8.3. Consideration of a guidance note for implementing the 2016-WCC-REC 102

Jane Smart asked PPC for the inclusion of this item in the agenda for the next PPC meeting (45th). The Secretariat would welcome PPC's guidance on how to go about this Recommendation.

The meeting was closed at 6:30 p.m.

**Post 2020 Global Biodiversity Framework Task Force of the IUCN
Council's Programme and Policy Committee (PPC)**

Terms of Reference 2018-2020

(Approved by the IUCN Council's Programme and Policy Committee, 44th Meeting, in October 2018)

Background

2020 is a 'decadal moment'. It is the end date for the Strategic Plan for Biodiversity 2011-2020 and its 20 Aichi Targets and is the year of the IUCN Marseille World Conservation Congress. It is also the achievement date for the Sustainable Development Goal targets that directly reflect the Aichi Targets of the current Strategic Plan. It therefore represents an enormous opportunity for IUCN's policy influencing and the achievement of IUCN's Mission.

IUCN played a strong role in helping develop and shaping the current Strategic Plan for Biodiversity and supporting effective action to implement it. Although few of the Aichi Targets are on course to be fully achieved, most of them have elements that represent substantial progress for conservation.

However, to secure life on Earth, particularly in the face of climate change, we now need bold, new and transformative action, underpinned by sound science and effective policy. It is now incumbent on IUCN to support the leadership role that the Convention on Biological Diversity must take to match the challenge with a comprehensive and achievable framework of action.

In May 2018, the Programme and Policy Committee of the IUCN Council decided to look into the establishment of a *Post 2020 Task Force*.

Below are the proposed Terms of Reference of the IUCN Council Post-2020 Biodiversity Task Force. It is recommended that the Programme and Policy Committee of the IUCN Council invites members of Council (beyond PPC) to express their interest in forming part of the Task Force.

Objectives

1. Provide strategic oversight and advice to the PPC to ensure that IUCN makes substantive and highly influential input into a Post 2020 Global Biodiversity Framework that has a compelling narrative in relation to the benefits biodiversity brings to people.

2. Contribute to IUCN's engagement in promoting continued mutual supportiveness between the post-2020 global biodiversity framework and the 2030 Agenda for Sustainable Development (with an aspiration to work towards a post-2020 global biodiversity framework that is designed and adopted as an integral part of the 2030 Agenda for Sustainable Development and results in a strengthening of the relevant targets in the 2030 Agenda).

3. Work with the Congress Preparatory Committee, as well as the Climate Change, Urban and Private Sector Council Task Forces, to ensure that a 'joined up' and consistent approach is taken in relation to post 2020, the development of the new IUCN Programme (2021 – 2024) and the content of the WCC.

4. Through drawing on the work of the IUCN Commissions (especially with the various Commission Task Forces established to provide advice on the 2020 global biodiversity framework) and drawing on IUCN's core areas of expertise, advise the Secretariat (and the PPC as a whole) on means to support the development of an ambitious, bold and clear post 2020 Global Biodiversity Framework, based on sound science.

5. Leverage and work proactively with IUCN Members, Commission Members, Secretariat and partners (the full power of the Union) to engage with and influence the development of the post 2020 Biodiversity Framework.

Functions

a. Provide input, advice and guidance to the PPC and Council, and contribute to IUCN's engagement with the post 2020 global policy agenda.

b. Participate in IUCN's discussions and negotiations related to the design and development of a post-2020 Global Biodiversity Framework within the Convention on Biological Diversity and beyond.

c. Provide input, advice and guidance to the PPC and Council to ensure that IUCN's developing position on the post 2020 global biodiversity framework is consistent and coherent with the development of the new IUCN Programme (2021 – 2024).

d. Provide strategic advice to the Secretariat and PPC in response to emerging opportunities and help develop policy options when needed; and

e. Advise the PPC and Council on the identification of key institutional engagement opportunities for IUCN which can significantly amplify its voice and increase its impact and visibility in influencing the content of the post 2020 Global Biodiversity Framework.

Modus Operandi

1. The members of the IUCN Council Post 2020 TF will implement their work principally via email and conference calls and coordinate any face-to-face meetings with the timing of Council meetings.

2. Special circumstances may also arise that necessitate face-to-face meetings, contingent on availability of financial resources.

3. The Post 2020 TF will be assisted by a Secretariat focal point who will provide administrative and technical support.

4. The Post 2020 TF will report at every Council meeting to the PPC which may forward recommendations to the Council or the Bureau in accordance with IUCN Regulations.

5. By the start of 2020, the Post 2020 TF will review its activities and present a report to the PPC.

Duration

The IUCN Council Post 2020 TF is established by the PPC as a task force under Regulation 59 and will work until the end of the term of the present Council.

Composition

A One Programme approach will be taken into account while establishing the composition of the Post 2020 TF. The principal members of the Task force will be drawn from both the PPC and the wider Council.

Retirement of Resolutions Task Force of the IUCN Council's Programme and Policy Committee (PPC)

Terms of Reference

(Approved by the IUCN Council's Programme and Policy Committee, 44th Meeting, in October 2018)

Background

At the 2016 IUCN World Conservation Congress, IUCN Members adopted Resolution WCC-2016-Res-001 *Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions.*

This Resolution states that the retirement process is needed, in order to allow all components of the Union to i) **comprehend and convey** IUCN's large body of policy, ii) **keep track of its implementation** and iii) **review it thoroughly when preparing motions** to be submitted to Congress.

Furthermore, this Resolution calls upon the IUCN Council to continue its work related to retiring Resolutions and Recommendations, by establishing a working group or equivalent to undertake the review of IUCN Resolutions and Recommendations, with the following objectives:

Objectives

a. to establish criteria for identifying obsolete Resolutions and Recommendations
b. to apply the criteria established
c. to draw on the expertise of Members and Commissions in the review process; and
d. to create an accessible archive of Resolutions and Recommendations that no longer require implementation (*as approved by Council*) and update the IUCN Resolutions and Recommendations Platform to include only those Resolutions and Recommendations still requiring implementation in order to facilitate future efficient and effective review.

Functions

1. Consider and revise as appropriate the initial classification of Resolutions and Recommendations carried out by the Secretariat, in particular the Resolutions and Recommendations classified as 'TBD'.
2. If necessary, reach out to IUCN Members and Commission members that may have particular expertise on the topic of a specific Resolution/Recommendation.
3. Provide the PPC with a final list of Resolutions and Recommendations to be archived for adoption by the Council at its 96th Meeting.
4. Keep track of reasons for classifying a Resolution/Recommendation to be retired.
5. Put in place a mechanism to ensure regular review of all active Resolutions in between Congresses.
6. Provide recommendation on how to proceed with active Resolutions/Recommendations that are not currently being implemented.
7. Create an accessible archive.

Modus Operandi

The members of the Retirement of Resolution TF will consider the bulk of the Resolutions and Recommendations (implemented, obsolete, superseded, elapsed) via email and conference calls, if needed, to discuss and decide on contentious cases.

The TF will be assisted by a Secretariat focal point who will provide administrative and technical support.

Duration

The Retirement of Resolutions TF is established by the PPC as a task force under Regulation 59 and will work until, and report at, the 96th Council Meeting.

Composition

The Task force will be chaired by Peter Cochrane and its members (5 Councillors including at least 1 Commission Chair) drawn from both the PPC and the wider Council.

95th Meeting of the IUCN Council

FINANCE and AUDIT COMMITTEE (FAC)

Meeting of Saturday 6 October 2018
Held at Jeju

Report to Council

Approved by the IUCN Council at its 95th Meeting
Modifications made by Council are shown in red characters

FAC/1	**Approval of the agenda** The FAC approved the agenda as presented subject to a modification in the order of items.	DEC
FAC/2	**Review of minutes of previous meeting** The FAC took note that items carried forward from prior meetings of the FAC were included in the current FAC agenda, namely: • Investment policy review • The HR Staff Rules The FAC also approved the minutes of the meeting of the FAC held by teleconference on18 September 2018. The Chair reminded members of the FAC of the joint FAC/GCC working group on membership dues and the requirement for the FAC to nominate 3 individuals to participate in the working group. To date, Councillor Mangal Man Shakya had put forward his name. The Chair asked for two other members to participate and to let him know during the course of the day so that he could forward the names to the Chair of the GCC. Subsequently, the Treasurer, Nihal Welikala, agreed to be a member of the working group.	INF
FAC/3	**Financial results to date and forecast 2018, including impact of losses identified in 2018 that relate to prior years** *Purpose and background* The CFO presented the results to 31 August and the forecast for the year. The result at the end of August 2018 was an operating deficit of CHF 2.7m. However, this was a cash position and reflected the late receipt of framework income which was CHF 3.1m below budget. This in turn was counter balanced by membership dues which were CHF 1.3m above budget. After adjusting for these two items the operating deficit was CHF 0.9m. Income from patrons was also below budget as payments were expected in the final quarter of the year and this would narrow the deficit further.	INF

In respect of project expenditure, this was 35% below budget for the period. The level of expenditure was similar to the previous year and was expected to increase significantly in the last months of the year as expenditure from implementing partners was accounted for.

The forecast for the year was a deficit of CHF 0.3m. This reflected potential deficits in certain regions and the requirement to make provisions for expected losses. Management was taking action to minimise the deficit. The CFO noted, however, that the deficit could be higher if project expenditure was significantly lower than budget.

Summary of the discussion

The Treasurer asked what the relationship was between project expenditure and the level of the deficit. The CFO replied that indirect cost recovery was directly linked to the level of expenditure so this would have an impact on the core result.

The FAC asked about the treatment of the loss identified in the investigation of one of the regional offices and how this would be accounted for, noting that the loss occurred over the years 2015-17. The CFO replied that the loss had to be charged against the core budget in 2018. Swiss law prohibited the restatement of prior year accounts once they had been approved.

The issue of low level of project delivery was discussed and the following points raised:
- Would it be possible to get a more accurate picture by accruing expenditure of implementing partners? The CFO replied that this happens at the year-end but there was currently no process to do this during the year as it was manually intensive.
- Could expenditure be booked ahead of receipt of funds so as not to delay implementation? The CFO replied that this was possible provided a contract had been signed.
- In respect of delays, it was important to distinguish between controllable factors and items outside IUCN's control. Administrative processes could slow things down. The CFO suggested that the timing of the various steps in the development and approval process be tracked and statistics produced. This would be possible once the process goes on-line later this year.
- Other members of the Secretariat present in the meeting noted that the move from "retail to wholesale" can have an impact on expenditure rates as expenses incurred through partners are far more difficult to control and that this can cause delays.

Conclusion

The FAC *TOOK NOTE* of the results to end of August 2018 and

	the forecast for the year.	
FAC/4	**Resource mobilisation update** *Purpose and background* The Director of the Strategic Partnerships Unit presented a report on resource mobilisation. All Framework funding has now been secured for 2018. This includes a confirmation by Norway for a three-year commitment (2018-2020) at the same level as 2017 as well as a pledge from the USA - with a USD 50k reduction. IUCN restricted income continues to grow - with a significant growth expected during the last quarter of 2018 and throughout 2019. The largest donor is the European Commission with a portfolio of CHF97m, followed by the GEF, Germany (KfW/BMU), USAID, MAVA and Sida. Project portfolio shows significant increase in multilateral funding (EC, GEF, GCF) which is set to become the largest income stream. The Patrons of Nature programme provides a steady new stream of core income. Current Patrons have committed to help with a 'recruitment' drive of new Patrons. A bequest programme has been launched and is promoted through the website and a bequest brochure. The Congress fundraising is underway with the recruitment of an Events Sponsorship Coordinator and the development of a resource mobilisation strategy – seeking to secure both cash and in-kind contributions. Focus will be on engaging in longer term partnerships, working in close collaboration with the French government. *Summary of the discussion* • Working with major donors (Patrons) and other new areas of fundraising (Bequest) requires investment in fundraising capacity. Current investment seems low. • FAC and the Council can help identify potential Patrons. • IUCN's fundraising drive with Chinese philanthropist will require a different approach due to IUCN's current status in China which makes it difficult for IUCN to receive funds. • FAC Members welcomed the new bequest programme and Commission Chairs offered to promote bequest opportunities within their constituencies. • FAC expressed concern regarding the possible over-optimistic reliance on GEF/GCF as a future funding source. It was noted that bilateral funding will remain an important source of income for IUCN's work and that a balanced portfolio was needed. • Congress fundraising will focus on long term partnerships. Commission Chairs expressed the wish for Commissions to support and be actively engaged in Congress	INF

	fundraising as we move forward. *Conclusion* The FAC *TOOK NOTE* of the report and welcomed the progress made in various areas of resource mobilisation.	
FAC/5	**Investment Update and portfolio performance** **Part 1: Investment performance update** *Purpose and background* The CFO presented the key investment performance statistics from inception in 2013 to 31 August 2018. The return for 2018 to the end of August was –ve 1.2%. This has been driven by global increases in interest rates, volatility in emerging markets and the weakness of the USD and EUR vs CHF. *Summary of the discussion* The FAC noted that at the last FAC meeting a sub-committee had been formed to look at alternative investment strategies and to review the investment guidelines with the objective of increasing returns without subjecting IUCN to an undue level of risk. The report of the sub-committee is covered in agenda item FAC 66.6. *Conclusion* The FAC *TOOK NOTE* of the investment portfolio update.	INF
FAC/6	**Revision of the Cash Management and Investment Policy** The CFO informed the FAC that he and the Treasurer had had a discussion with the investment managers, Lombard Odier, at the end of August and had asked them to submit a proposal for a revised portfolio that would give a higher rate of return without a significant increase in risk. The investment managers had subsequently submitted a revised portfolio with the following key parameters: • Equity holding increased from close to zero to 15% • 75% to be held in CHF denominated assets; 25% in other currencies • Expected return of 2.5% compared to a current average annual return of 0.3% • Volatility of 4% compared to a current volatility of 2% • Investment time line of 5 years compared to a current average timeline of 3 years The Treasurer raised the following points: • Was this a good time to be moving into equities, noting	INF

	that the market had had a good run and maybe close to its peak? • Did IUCN have the capacity to absorb potential losses, noting that a 10% fall in the equity component would result in a CHF 240k loss? • Although an overall loss over a period of 5 years was exceedingly unlikely, IUCN would need to be prepared to accept annual losses. • He also requested the CFO to research whether the investments would need to be marked-to-market each year and whether any losses had to pass through the income statement. Other members of the FAC supported the proposed revision and recognised that inclusion of equities up to 15% still represented a low risk investment strategy. *Conclusion* The FAC asked the CFO to check the accounting treatment of investment gains and losses and to discuss further with the Treasurer and the DG. Subject to advice from the Treasurer and the agreement of the DG the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines.	
FAC/7	**Financial planning post 2020** *Purpose and background* The CFO introduced the item. The risk of a fall in core income in 2021 is a real and significant. As IUCN moves into its next intersessional period changes to the funding and operational model will be required to address potential falls in income. This could include developing new income streams and rethinking the operational model and cost structure. The evolution of IUCN's income sources and projections together with the evolution of core income allocations and portfolio growth were presented as background information for the discussion on Financial Planning Post 2020 and the broader finance strategy. Although core funding is generally on the downward trend, it remains difficult to predict core income post 2020. Donors willingness to provide core funding will also depend on priorities identified for the 2021-2024 period programme. *Summary of the discussion* The discussion focused on the financial risk of declining core income beyond 2020 – which, if realized, would reduce the flexibility to invest in emerging issues and development.	INF

	FAC stressed the need to look strategically at the overall funding and operational model rather than addressing short time solutions on a year by year basis. This includes looking at assessing the realistic potential for realizing revenues from GEF and GCF which is currently still very low as well as IUCN's comparative advantage vis-à-vis other organisations. 70% of IUCN's work is dependent on Official Development Assistance. In order to ensure a flow of stable income, IUCN must show a strong relevance to the implementation of the SDGs. IUCN must contribute actively to the global discussions on funding – particularly in the post 2020 discussions where new funding will be unlocked and demonstrate in a clear manner how it can support the delivery on the ground. Engagement with regional development banks and the private sector should be explored as a key constituent for resourcing IUCN's work. Building on the 2016 strategy "*A relevant and Stable IUCN"* short term solutions should be identified to address immediate needs and provide a bridge for the implementation of a long-term financial plan. The FAC agreed to establish a Task Force on "Financial Planning Post 2020" to work with the Secretariat. The Task Force would make recommendations for short term actions and as a 2nd phase advise on a longer term sustainability. The following members were appointed to the Task Force: Nihal Welikala, Norbert Baerlocher, Rick Bates, Ayman Rabi and Andrew Bignell. The Task Force will be supported by Secretariat staff. Terms of Reference will be prepared by the Chief Financial Officer for approval by the Task Force and the FAC. A suggestion was made to hold a two-day retreat prior to the next Council Meeting and report on progress at the next FAC. Further work would be reported at subsequent FAC meetings. *Conclusion:* FAC welcomed the opportunity to contribute to the long-term sustainability of the Union. The newly established Task Force will report to FAC on progress in the lead up to 2020.	
FAC/8	**Review of the Draft IUCN 2019 Budget for submission to Council for approval** The CFO presented the 2019 draft budget for FAC review. A breakeven budget was proposed. The 2019 budget reflects a stable level of core income at CHF 29m and a slightly increasing level of restricted income (project income) at CHF 125m. Although an operating deficit of CHF 1.1m was budgeted, this included expenditure for the Regional Conservation Fora, Congress preparations and the External Review which would be funded	DEC

from designated reserves set aside in previous years.

Core income allocations were generally unchanged compared to 2018 though there were minor modifications.

The main risks associated with the budget were project implementation levels not being achieved and membership dues falling.

Summary of the discussion

The FAC welcomed the submission of a breakeven budget and noted the confirmation of framework funds for 2019 following the commitment received from Norad in September, and the confirmation of funds from the US for 2018, resulting in a minimal risk scenario for framework funding in 2019. In view of the fact that this risk was now minimal the FAC recommended that it be removed as a risk in the budget document.

The FAC welcomed the overall growth in the project portfolio. Members noted that although significant growth in the GCF portfolio was forecast in 2019 and 2020, the amount of expenditure included in the 2019 budget was not significant.

The FAC noted that delays in project implementation continues to be a risk with delivery levels normally reaching between 85-90% of budget. This could result in the budgeted levels of cost recovery not being realised and a potential deficit.

In response to a question on foreign exchange risk the CFO responded that this was considered low risk as a hedging strategy was in place and the budget included a provision for foreign exchange losses.

The FAC noted the relatively low average overhead rate earned on projects and recommended developing a standard rate which could then be used as a basis for negotiating with donors. The FAC recommended that an overhead rate be developed and endorsed by the Council for this purpose.

The CFO presented the allocation of core funds. Commission Chairs noted that since establishment of the CSU, the level of services provided to the Commissions has been reduced and no additional funding made available through the COF to compensate.

The FAC asked if an allocation had been included for the travel of councillors following the work carried out by the Task Force looking at this subject. The CFO confirmed that an allocation of CHF 30k had been included in the 2019 budget.

The FAC noted a Bureau request to include a budget for 2 days of Committee meetings in one of Council meetings to be held in 2019 and requested the Director General to accommodate this in the 2019 budget.

	Conclusion The FAC recommends to Council to approve the 2019 Draft Budget as presented, subject to removal of the risk on framework funding, and requests the Director General to allocate funding within the budget for 2 days of committee meetings during one of the Council meetings to take place in 2019. <mark>DRAFT COUNCIL DECISION The IUCN Council, o*n the recommendation of* the Finance and Audit Committee, **approves** the 2019 budget subject to removal of the risk on framework funding.</mark>	
FAC/9	**Congress Budget 2020** *Purpose and Background* IUCN signed a hosting agreement with the Government of France. The host country will provide all on-site facilities. The current fundraising target is estimated at CHF 5.5m of which CHF 3.2m is high priority. IUCN will cover CHF 1.6m of the total Congress budget from annual budgetary allocations of CHF 250k as well as CHF 580k in core allocations to the Congress Unit. The host country will provide a cash contribution of CHF 2.3m (CHF 890k in 2019 and the rest in 2020) of which CHF 1.7m will be for sponsored delegates. Income from registration fees and exhibitions has been budgeted at 60% of that received in past congresses in order to minimize the risk. Further risks identified were: • exchange rate fluctuations CHF/EUR • labour law requirements – staff time, overtime, social security contributions - IUCN was looking at possible exemptions • Taxes – currently, only registration fees will be VAT exempt An events sponsorship coordinator had been recruited and there was good coordination with the French fundraising team. *Summary of the discussion* FAC noted that the level of registration fees had not yet been approved and that this will be done by the CPC once it has been formed. The FAC noted the paper on fees that had been prepared	INF

	for the GCC and expressed some concerns – recognising that increasing daily fees (vis-à-vis fees those charged in Hawaii) would increase income and be in line with similar international conferences but that reducing fees would encourage participation from developing countries. *Conclusion:* The Finance and Audit Committee TOOK NOTE of the budget estimate for the IUCN World Conservation Congress and the associated risks.	
FAC/10	**Report from the Head of Oversight** *Purpose and background* The Head of Oversight (HoO) presented her report. The HoO provided an update on the activities of the Oversight Unit since the meeting of the FAC in April and planned activities to the year end. Statistics on investigations and a case summary were presented. The HoO also presented a summary of an entity level internal control self-assessment that had been performed by the Leadership team together with her own assessment. The HoO highlighted that her report included an opinion on the entity level internal control framework, as follows: *"Sufficient assurance work has been carried out over the past year to allow the Oversight Unit to form a negative assurance opinion on the adequacy and effectiveness of IUCN's internal control environment.* *Nothing has come to the attention of the Oversight Unit of an adverse matter(s) regarding IUCN's entity-level system of control covering governance, risk management and internal control.* *Where weaknesses have been identified through internal reviews, the Oversight Unit has worked with management to agree on appropriate corrective actions and a timescale for improvement."* The HoO noted IUCN was becoming more open to reporting fraud and that management had a greater sense of awareness. She had also carried out some fraud awareness training and developed an on-line fraud prevention programme. *Summary of the discussion* Members of the FAC made the following comments: • Were internal controls mapped to the enterprise risk management framework? The HoO said that it was one element of the framework. • Was the internal control self-assessment being done for	INF

	other offices? The HoO replied that the intention was to rollout it out to all offices by the end of 2019. • Were the areas of weakness noted in the self-assessment under control? The HoO replied that yes, and that although improvements were possible there were no critical areas of weakness. *Conclusion* The FAC *TOOK Note* of the report from the Head of Oversight **Supplemental report of the Head of Oversight** The HoO introduced a supplemental report on a specific material investigation case. A summary was provided on the substance of the fraud event and other misconduct, and the primary control weaknesses which caused the event. The investigation found intentional deception of the financial reporting results in a material amount, and that the event constituted fraud in accordance to the *Anti-Fraud Policy* and *Code of Conduct and Professional Ethics for the Secretariat*. Other misconduct included material non-compliance with policies and procedures, and retaliation against the whistle-blower, who revealed alleged fraud. The DG summarised the concrete actions that had been taken following the investigation and those planned to further address the control weaknesses identified. *Conclusion* The FAC *TOOK NOTE* of the report of the HoO on the specific investigation and noted that corrective action had been undertaken and longer term mitigation measures were being put in place to the satisfaction of the FAC. The FAC emphasized that important protocol and governance lessons can be learned from this case. Members spoke to the FAC terms of reference that places all strategic finance, audit and oversight matters within the FAC setting (see below extract), and therefore pointed out that all matters of this nature be discussed in and by FAC. The FAC - with the support of the Legal Adviser and the Oversight Unit – will complete a review to capture facts and possible lessons learnt from this situation for further consideration. Extract from FAC ToR Objective: The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.	
FAC/11	**Report of the Legal Adviser**	INF

	Purpose and background The Legal Advisor presented an overview of the existing legal actions against or by IUCN, including statistics and a summary description of major cases. *Summary of the discussion* The FAC asked if old dormant cases needed to be maintained on the list. The Legal Advisor noted that if IUCN was bringing the case then IUCN could decide when to drop the case but for those brought by another party they had to be kept open until time barred or the other party drops the case. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the update on legal issues pertaining to legal actions by and against IUCN relevant to FAC.	
FAC/12	**Risk Management** *Purpose and background* The Head of Planning, Monitoring and Enterprise Risk Management was unable to present his report due to travel issues. The CFO noted that this was an information item constituting an update on risk processes. *Conclusion* The chair of the FAC requested that the presentation be circulated to members and that a comprehensive report be presented at the next meeting of the FAC.	INF
FAC/13	**Revision of the Staff Rules** *Purpose and background* The Chief Human Resources Officer (CHRO) presented the draft revised Staff Rules. He explained the major changes compared to the current version and how comments and questions made by the FAC on the previous draft had been dealt with. He also explained the consultation process, noting that he had consulted with the Staff Representative Group at both HQ and Cambridge and similar bodies where they existed in other offices. He also noted that a survey was performed prior to updating the rules. He noted that many of the comments related to local conditions of service and were not relevant to the Staff Rules. Relevant input had been taken into consideration in arriving at the final draft. *Summary of the discussion*	DEC

Members of the FAC noted the following:
- The document needed a good edit to ensure consistency in terminology, style and grammatical accuracy.
- The consultation process should be evidenced through an analysis of the comments raised and an explanation of how they had been dealt with.
- Staff Rules should be high level and justification did not need to be included in the document.
- No further consultation was required but the document needed cleaning up.

The FAC further asked:

Had feedback been given to the people who gave input? The CHRO explained that this had not been done but agreed that it would be good to do so.

When would the Staff Rules come into force and would there be any financial implications? The DG replied that they would come into force immediately on approval and that there were no financial implications.

The Chair of the FAC asked if the DG had the authority to issue related policies that implemented the Staff Rules. The DG replied that this was clearly stated in the Statutes and only the Staff Rules required approval by Council.

The Chair of the FAC asked the CHRO to respond by email to the points submitted by members of the FAC and Councillor Ali Kaka following the FAC teleconference on 18 September. He replied that he would do this.

The DG raised a point on the involvement of councillors in the recruitment of regional directors. This had been added following input received but on reflection she did not think it appropriate as it blurred the line between management and governance. She therefore asked if it could be removed.

The FAC agreed that the clause should be deleted but that the current practice of consulting regional councillors should continue. The DG confirmed that there was no intention to stop the practice.

Conclusion

FAC recommendation

The Finance and Audit Committee recommends that Council approves the revised Staff Rules subject to:
1. Editing the document to ensure consistency of style, terminology and grammatical accuracy;
2. Deletion of para 3 of section 8.5; and
3. Preparation of a paper on the consultation process

	13	
	DRAFT COUNCIL DECISION The IUCN Council, o*n the recommendation of* the Finance and Audit Committee, **approves** the revised Staff Rules subject to: 1. Editing the document to ensure consistency of style, terminology and grammatical accuracy; 2. Deletion of para 3 of section 8.5; and 3. Preparation of a paper on the consultation process	
FAC/14	**Update on information systems projects** *Purpose and background* A written update had been circulated to the FAC. The CFO noted that there were no critical items to bring to the attention of the FAC. *Conclusion* The FAC took note of the written report and asked that an updated report be presented at the next meeting of the FAC	INF

95th meeting of the IUCN Council
6-8 October 2018
GOVERNANCE AND CONSTITUENCY COMMITTEE (GCC)

Meeting of Saturday 6 October 2018

<u>Report to Council</u>

Approved by the IUCN Council at its 95th Meeting
Modifications made by Council are shown in red characters

In attendance: Chair: Jennifer Mohamed Katerere, Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Sixto J. Incháustegui, Ali Kaka, Tamar Pataridze, Youngbae Suh. Apologies: Jenny Gruenberger, Lider Sucre

Secretariat: Enrique Lahmann, Fleurange Gilmour-Bieri, Sarah Over, Legal Adviser: Sandrine Friedli-Cela*;* Luc De Wever, Senior Governance Manager and Secretary to Council; Charles Lor - Head, Planning, Monitoring & Evaluation and Risk;

Guests: Stewardship and Governance Associates (SGA), Loic Frank

Agenda Item/Content
The Chair opened the meeting and welcomed everyone. There were some minor amendments to the Agenda which was then approved.

1. Governance issues

1.1 Revisions to the motions process including amendments to the Rules of Procedure and the Regulations (DEC)

Tamar Pataridze, Chair of the Motions working group, presented the outcome of the Task Force on the Motions Process reflecting the results of two online meeting of the TF that took place on August 28 and September 19, 2018, as well as the two face-to-face meetings of the TF held in Jeju on 3 and 4 October 2018.

After thorough deliberation on all the feedback and suggestions received from participants of the 2016 Congress, IUCN Members, the 2016 Congress Resolutions Committee and through the article "IUCN's encounter with 007: safeguarding consensus for conservation", the TF developed proposals to amend the Rules of Procedure and agreed other actions to improve the motions process, including actions of a more technical nature, which do not require amendments to the Rules of Procedure in order to be implemented.

The results of the TF meeting together with the final versions of the proposed amendments and of the draft Council decision were presented (Annex 1). If approved by the GCC and the Council, the document will be presented by the Council to the IUCN Members to initiate the electronic approval process of the proposed amendments to the Rules of Procedure. At the same time, the document informs the Members of all other actions undertaken by the Council to improve the motions process.

Discussion

Following a question from the CEM Deputy Chair about the involvement of the Commission Chairs in the motions review process ahead of Congress, the Chair explained that Commission Chairs would have the opportunity to review but that any questions should be raised before the 95th Council meeting in which the final list of proposals to amend the Rules of Procedures to be submitted to Congress would be confirmed.

The results were presented thematically and the Legal Adviser proposed that the amendments also be listed in a table format to show the changes per Article in order to facilitate their reading.

DRAFT COUNCIL DECISION The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

In response to Congress decision WCC-2016-Dec-113,

1. <u>Endorses</u> the proposed amendments to the Rules of Procedure aiming to improve the motions process (Annex ..); and
    <u>Decides</u> to submit each proposed amendment, revised by Council as the case may be following the online discussion [Regulation 94 (a)], to the IUCN Members for approval by electronic vote to be concluded by 15 March 2019 with the voting options "yes", "no" or "abstain";

2. <u>Endorses</u> the proposed amendments to the Statutes for the purpose of consulting the IUCN Members during the Regional Conservation Forums to be held in 2019 and through an online discussion platform, in view of determining at the latest during the 98th Council meeting (February 2020) whether to submit them to the 2020 Congress for adoption; (Annex ..)

3. <u>Approves</u> in first reading the proposed amendments to the Regulations aiming to improve the motions process (Annex ..); and
    <u>Decides</u> to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes, and subject to the results of the electronic vote of IUCN Members on the proposed amendments to the Rules of Procedure;

4. <u>Decides</u> that the deadline for submission of motions referred to in Rule 49 will be 28 August 2019 at 13:00 GMT/UTC.

1.2 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations (DEC or DIS/DEC or INF)
Recommendations from GCC's working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider

During its conference call of 11 June 2018 (GCC's 14th meeting), the Governance and Constituency Committee (GCC) identified a number of areas for improvement of IUCN's governance as presented to and endorsed by Council (C/94/5) and, for each of them, agreed a process for the preparation of proposals for consideration by the GCC at the 95th Council meeting. The GCC assigned some of the areas to the Chairs of the Commissions and others to a number of working groups established for this purpose. The Secretariat provided support.

A.2	Council Global Focal Persons	No comments from IUCN Members. Can be approved in 2nd reading, as is, by GCC at C95. See document C/95/GCC16/1.3.
B.1	Modify the term "Regional Councillors"	Proposal by Masahiko Horie and Mamadou Diallo (group 1) with input from the Chair of GCC and the Legal Adviser. (**Annex 4**)
B.3	Commission membership renewal process	A note prepared by the Commission Support Unit has been reviewed by the Chairs of the Commissions during their meeting of 5 October 2018. (**Annex 6**)
B.6.b	The role of Commissions in	The GCC's working group (group 2 Jenny

	National and Regional Committees	Gruenberger, Jon Paul Rodriguez, Angela Andrade supported by Enrique Lahmann) wil prepare a proposal for consideration at the 96th Council meeting following consultation with Commissions and National and Regional Committees, taking into account that this issue does not have the same time sensitivity as the others. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects. (copy hereafter as **Annex 5**)
B.5	Improvements to the motions process	See the results of the GCC task force on the motions process in document C/95/GCC16/1.1 rev
B.11	Council access to information	No action required prior to the 95th Council meeting.
C.1.a	Procedure for in-Commission nominations process	A draft procedure prepared by the Secretary to Council has been reviewed by the Commission Chairs during their meeting of 5 October 2018. (**Annex 7**)
C.1.b	Election procedures and inclusiveness of dependent territories	A proposal has been prepared by group 3 (Sixto Inchaustegui with support from the Legal Adviser and the Secretary to Council) – attached hereafter as **Annex 2**
C.2	Procedures for electronic votes	A proposal has been prepared by group 4 (Lider Sucre with support from Sarah Over) – attached hereafter as **Annex 3**

A.2 This item was discussed under Agenda item 1.3 below

B.1 Modify the terminology of the Statutes to make it clear – and avoid any possible confusion

A proposal tabled during the 92nd Council meeting suggested to modify the terminology of the Statutes to make it clear – and avoid any possible confusion – that:

1) "Regional Councillors" have, in the first place, global responsibilities;
2) the Chairs of the Commissions are full members of the Council and
3) Article 62 of the Statutes applies to all Council members.

Following discussions, the working group made three proposals:

1. 'Elected Councillors';
2. 'Councillors as per Article 39'. This could be somewhat cumbersome;
3. 'Councillors nominated by the World Conservation Congress'. This refers to Article 12 (b) (iii), but it could be somewhat cumbersome.

The group discussed possible options for replacing the term Regional Councillor, including the use of the term Global Councillor, Appointed councilor and Elected councilor. However, in each case, there was no consensus. It was also noted that one of the difficulties was that Members believe they are electing a candidate to represent their region but in reality it is the process that is regional and Councillors are elected at the Global level.

The Chair proposed that a working group continue to work towards a revised proposal to the 96th Council meeting, with the view of replacing the term "Regional Councillor" with a more appropriate decision.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. <u>Takes note</u> of the progress on GGC's work regarding a possible modification of the term "Regional Councillor", including possible amendments to the Statutes, which will continue to be prepared for consideration by Council at its 96th meeting with a view to consulting the IUCN Members. Council will decide at the latest at its 98th Meeting (February 2020) whether to submit amendments to the Statutes for adoption by the 2020 Congress;

B3 – Revise and make more efficient the Commissions' membership renewal process at the beginning of each quadrennium

Statutes and Regulations enable Congress to review the number of Commissions and their mandate every four years. Members of IUCN as well as the Council may make proposals to Congress with regard to the mission and ToR of the Commissions.

A clear life-cycle to Commission membership has merits. Over time, the mandates of Commissions evolve and therefore the organisational structure of the working groups of the Commissions may change.

The four yearly cycle of Commission membership:
• facilitates data clean-up
• provides a diplomatic way to "retire" members who have not contributed to or participated in the work of the Commission
• allows new Groups and structures to be established in response to a changed Commission mandate
• Allows for adjustments in the admission requirements (e.g. acceptance of Code of Conduct, Data Protection Policy).

Whilst the idea is that 4-yearly review is a good opportunity for Commissions, over the years there have been perceptions that process is cumbersome. The renewal process has been complicated with the Statutes not providing any clear guidance on the process, in terms of responsibility of renewal and the implications of time frames specified.

With the establishment of the Commission Support Unit within the Secretariat, work has begun on updating these processes which have been digitalized to improve time efficiency. It is anticipated that the process next time round will be much smoother, elegant, quicker and more respectful to Members.

A number of elements in the Statutes needed clarification, including Commission Chairs' duty to reappoint the Commission members within a specific period. Currently it is inferred that reappointment is a requirement and that it should happen within 3 months following the Congress. The Statutes/Regulations do not say what happens if such reappointment is not made within that period.

As a result, two proposed amendments to Regulations 72 and 75 have been made. (Annex 2)

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. <u>Approves</u> in first reading the proposed amendments to Regulations 72 and 75 presented by the Chairs of the IUCN Commissions with the purpose of clarifying the process for the renewal of the membership of the Commissions; (**Annex ..**)
2. <u>Decides</u> to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes;

B.6.b The role of Commissions in National and Regional Committees

A proposal will be submitted for consideration at the 96th Council meeting following consultation with Commissions and National and Regional Committees, taking in to account that this issue does not have the same time sensitivity as the other. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

2. <u>Takes note</u> of the progress on GCC's work to clarify the role of the IUCN Commissions in National and Regional Committees which will be prepared for consideration by Council at its 96th Meeting;

C.1.a Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30bis

At present, the Regulations provide three parallel "tracks" for proposing names for election as Commission Chair: Nominations by Members of IUCN, by Commission members and through the process of an ad hoc committee.

In November 2015, the Election Officer of the 2016 Congress provided guidance for the implementation of Regulation 30bis which was then applied for the first time, after having been adopted by Council in 2012. Specifically regarding this option and the establishment of the ad hoc committee, the Council 2012-16 recommended to the next Council that it adopts detailed procedure for the establishment of the Commission ad hoc Committees. The proposed procedure does not require amendments to the Regulations and so, may continue to be refined until March 2019 in order to be effective prior to the call for nominations that will be issued in June/July 2019.

The proposed procedure shall be incorporated in the by-laws of each IUCN Commission

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. <u>Takes note</u> of the proposed procedure to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30*bis*, presented by the Chairs of the IUCN Commissions, which require no amendments to the Regulations and will continue to be prepared for consideration by Council at its 96th meeting;

C.1.b Examine possible solutions to avoid that some constituencies are excluded because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through national structures

The working group was requested to study and make a recommendation to GCC regarding procedures, a legal interpretation, and/or amendments to the Statutes regarding ways to avoid the exclusion of constituencies because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through parts of regions.

An example in case was the nomination by Members of the Caribbean of a candidate Regional Councillor from Puerto Rico. As he was one of two candidates of the same State (USA), IUCN Members from the Caribbean nominated an additional candidate from another State in order to ensure their candidate could be elected.

Two proposals were made in terms of process. Acknowledging that the issue of representation from parts of regions is important and needs to be dealt with pragmatically, it was proposed that further consultation on the matter could be undertaken on the basis of a more structured draft document.

The Chair proposed that the GCC empower the working group to begin a process of a consultation or reflection on the wording and to complete that process ahead of 96th Council in March 2019. A consultation with Members would then take place at the RCFs with a final proposal to be presented for adoption at the 97th or 98th Council meeting.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. <u>Takes note</u> of the progress on GCC's work to examine possible solutions to avoid that some constituencies are excluded because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through parts of regions. The results, which may include amendments to the Statutes, will be presented to Council at its 96th Meeting. With Council's approval, any proposed amendments to the Statutes will be presented to IUCN Members for comment and discussion. Council will consider at the latest at its 98th Meeting (February 2020) whether to propose amendments to the Statutes for adoption by the 2020 Congress;

C.2 Clarify Regulation 94 regarding the procedures for electronic votes of the IUCN Members based on experience.

During electronic votes by the membership held in the period 2015-18, the following three specific questions were

addressed by way of a ruling of the Legal Adviser based on her authority under Regulation 94 (f) and incorporated in the Guidance note on electronic voting:

    a. Is quorum achieved (under Article 36 (a)) when IUCN Members receive the URL to vote?
    b. Should a Member not voting on a question be regarded as having abstained in the same way as them ticking the "Abstain" option in the question answers?
    c. Should abstentions be counted as part of the vote?

The Working Group was required to recommend to the GCC / Council whether to codify the Legal Adviser's interpretations of the Statutes and Regulations on the above questions or to modify them, by amending Regulation 94.

Having discussed the matter and consulted with the Legal Adviser, it was felt that current practice within IUCN regarding quorum was adequate and therefore no amendments would be proposed. The current interpretation of Article 36 (a) should continue to be applied.

> The IUCN Council,
>
> *On the recommendation of* the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;
>
> 2. <u>Takes note</u> of the GCC's endorsement of the interpretation of Article 36 in the context of electronic votes by IUCN Members and GCC's recommendation that no amendments to the Statutes are required .

1.3 Proposed amendment to Regulation 45*bis*

In May 2018, the IUCN Council adopted decision C/94/6 approving in first reading the proposed amendment to Regulation 45*bis* pertaining to Council Global Focal Persons for the purpose of consulting IUCN Members as required by Articles 101-102 of the Statutes. The proposed amendment was distributed to the IUCN membership on 11 June 2018, together with a note explaining the rationale for the amendments, inviting Members to post comments or objections by 10 September 2018. (Annex 3) No comments or objections from IUCN Members have been received concerning the proposed amendment.

> The IUCN Council,
>
> *On the recommendation of* the Governance and Constituency Committee,
>
> *Pursuant to* Council decision C/94/6, noting that no comments or objections have been received from IUCN Members following the distribution of the proposed amendment in conformity with Article 102 of the Statutes,
>
> <u>Adopts</u> in second reading the proposed amendment to Regulation 45*bis* regarding Council Global Focal Persons. (Annex ..)

1.5 Procedure for filling a vacancy for Regional Councillor (DEC)

Following the demise of Councillor Rustam Sagitov earlier this year, the process for filling the vacancy was agreed.

> DRAFT COUNCIL DECISION
>
> The IUCN Council,
>
> *On the recommendation of* the Governance and Constituency Committee,
>
> 1. <u>modifies</u> its decision C/85/27 (May 2015) by substituting step 3 of the procedure for filling a vacancy for Regional Councillor, with a new step 3 that confirms the authority of the Council, in accordance with Article 43 of the Statutes, to elect a candidate to fill the vacancy by secret ballot;
> 2. <u>modifies</u> §19 of the Council Handbook accordingly;
> 3. <u>decides</u> to initiate the process for filling the vacancy of East Europe, North and Central Asia left by the deceased Regional Councillor, Rustam Sagitov, as follows:
>
>   i.   The Council invites IUCN Members from East Europe, North and Central Asia to submit nominations on the basis of the profile for Regional Councillors approved by Council in May 2015 and included in the call for nominations for the 2016 elections;
>   ii. The Vice-Presidents acting as Council's Nominating Committee validate the nominations put
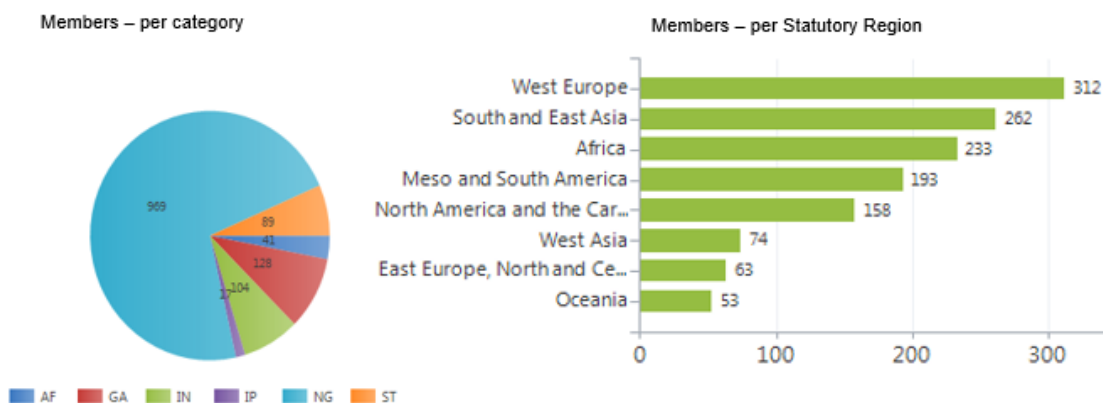
forward by IUCN Members;
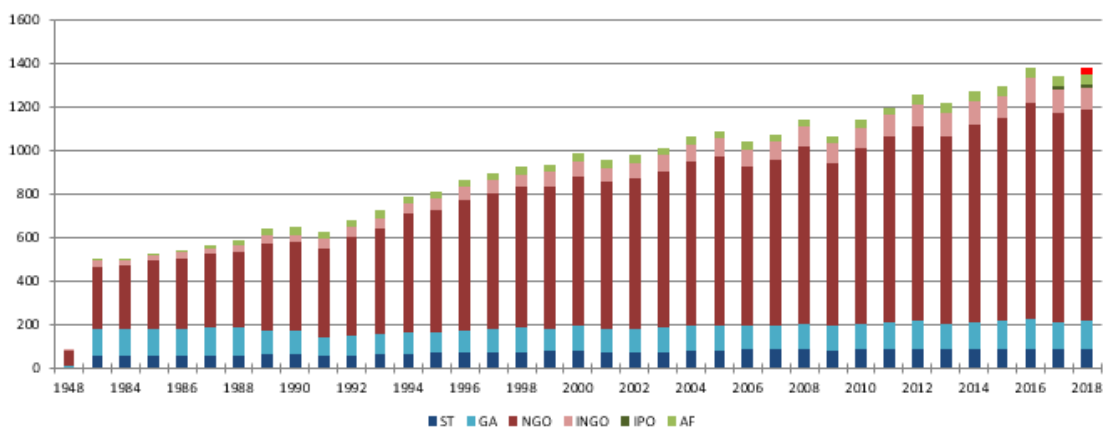   iii.   Council elects the Regional Councillor by (secret) electronic vote.
4. Requests the President immediately following the close of the 95th Council meeting to launch the process by issuing the call for nominations open and keeping it open for 30 days with the intention to fill the vacancy as soon as possible.

2.1 Update on IUCN Membership.

1348 IUCN Members (as of 05/1072018)
(vs 1333 Members in April 2018)

Members – per category

Members – per Statutory Region

West Europe	312
South and East Asia	262
Africa	233
Meso and South America	193
North America and the Car…	158
West Asia	74
East Europe, North and Ce…	63
Oceania	53

Legend: AF, GA, IN, IP, NG, ST

Evolution of IUCN Membership (data as of 05.10.2018)

Legend: ST, GA, NGO, INGO, IPO, AF

1381 Members if the 33 new applicants are admitted

2.2 Presentation of Draft 1.0 of the membership Strategy

Following consultation with Council, LT, Secretariat colleagues and Members, a first draft membership strategy proposal was submitted to GCC for consideration in September 2018.

The 460 replies of the Member survey that took place between end 2017/beginning 2018 were analysed.

Results showed that valued elements of IUCN membership are:
- **Contributing to Conservation**
- **Access to scientific knowledge and data**
- **IUCN as a learning platform**

Delivery of these elements is satisfactory on the whole but Members would like to see i**ncreased regional engagement**

with Members, networking opportunities, capacity building and communications.

At its 94th meeting in May 2018, the IUCN Council agreed on a Value Proposition text for inclusion in the new Membership Strategy.

Four broad objectives have been proposed as well as a series of sub-objectives and action points.

Objective 1: *Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.*

Objective 2: *Learning and improving. Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.*

Objective 3: *Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.*

Objective 4: *Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.*
.
Following the presentation, there was a discussion around the key values Members articulated and to what extent the four objectives proposed addressed these aspects.

Points raised during the discussion included
1) moving beyond business as usual:
2) Difficulties around implementation, particular if IUCN does not provide for implementation in the budget
3) How do we use networks etc effectively
4) How GCC/Council (and individual councilors) can engage Members more effectively
5) Consideration of the type of Members the Union needs/wants (State Member concerns, milestones)
6) Planning for the future – 2030 end date
7) Criteria for assessing programme and projects
8) Finding a way of monitoring and reporting strategy success that includes desegregating the types and groups IUCN engages with in the IUCN programme

In terms of next steps, Secretariat/Membership Unit was asked to provide an updated timeline and to start preparing a revised draft of the strategy taking into account the points raised during the GCC discussion.

2.3 Improved communication and engagement between the Secretariat and National and Regional Committees
Letters have been received from South American Regional Committee and East and South Africa Regional Committees highlighting concerns about activities held in the region which Members were not aware of or included in. The example of Biopama was mentioned into regions and in another the lack of collaboration between IUCN members and the Secretariat in reconciling approaches to a mining disaster.

The Committees also raised issued regarding the value of membership and the engagement in general and the One Programme approach was questioned. The East and South Africa Regional Committee made some proposals regarding actions that could be undertaken to improve this situation.

The Chair asked the members of the GCC whether they were experiencing similar concerns from the Members and if so, how were they dealing with them.

In Europe, the situation works well. There is timely communication between regional councillors and IUCN headquarters and regional offices.

The Chair highlighted that it is essential that Regional offices should be aware of what is going on. In the past, Members have complained that the programme has been developed without Member participation. Efforts should be made to ensure that IUCN Policy be communicated at all levels and the role of National Committees in ensuring communication with Members. In addition, Councillors must also communicate with Members, the Regional Committees and the Regional Officers to ensure that IUCN is engaging with Members at all levels.

Membership Focal Points play an important role in membership engagement and they should be used effectively. It was proposed that to ensure effective membership development and engagement, a full time Membership focal point in each Region, with a clear work plan on how to engage with Members. This is currently not the case and could be included in

the Strategy

Network development is also important (this also came out in the Member survey) and whilst Member activities require human and financial resources, the Union needs to capitalise on existing resources to facilitate this and decide what IUCN's priorities are.

The GCC expressed concern that the implementation of the Members Strategy is not provided for in the 2019 Budget. It was noted that the Membership Strategy was requested by the members at the 2016 WCC. The opinion was expressed that IUCN needs to communicate clearly to the Members its commitment to developing a responsive and effective membership strategy.

The Chair confirmed that she would reply to letters.

2.4 Membership applications (DEC)

GCC Considered the following:

1. 25 new membership applications (submitted by 30 June 2018), which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations; (Annex 4)

2. Four (4) membership applications (submitted by 30 June 2018), which received objections from IUCN Members;

   - **Autoridade de Avaliayao Ambiental Competente,** Guinea Bissau: GCC members considered the file. The organisation has a development focus but also an environmental one. The SDGs influence IUCN's work and social justice has been a key part of IUCN's programme for the last two programme periods. The application was agreed. (Annex 4)
   - **Thinking Animal,** USA – GCC were not convinced that they have a substantive conservation record. However, some of the regional offices confirmed that the know them and although they do not highlight any conflict. However due to the lack of conservation action, GCC rejected the application.
   - **Saibaan Development Organisation,** Pakistan. There was a sufficient conservation record. They deal with climate change, disaster risk management. GCC accepted the application. (Annex 4)
   - **NGO Forum,** Cambodia. There is no NC in Cambodia but the Regional Office support the application. The GCC accepted the application. (Annex 4)

3. **Association Française des Entreprises pour l'Environnement**, France (submitted by <u>31 December 2017</u>) deferred from the 94th meeting of Council for due diligence and clarification. GCC approved the application. (Annex 4)

4. **Asociación para el Bienestar y Amparo de los Animales del Cantón de San José** (Association for the Welfare and Protection of Animals of the Canton of San Jose), Costa Rica (submitted by 31 March 2018). Objections received and decision was deferred from 94th Council. GCC reviewed the file and **rejected this application**.

5. Application from the **Fundación Chito y Nena Kafie,** Honduras, (submitted by 31 March 2018). Concerns had been raised by GCC. Upon further review of the file, GCC was satisfied that this organisation has a strong social proponent and approved the application. (Annex 4)

6. **Agence Française pour la Biodiversité** (French Agency for Biodiversity) - decision was deferred from 94th Council. This applicant has applied for the Affiliate membership category whereas it's a government agency. Legal opinion stated that the Statutes and Regulations are not clear about the specific qualification criteria applicable to the Affiliate category. If Council would like to restrict the access to the Affiliate Category to applicants not fulfilling certain specific admission criteria set forth in the Regulations, it is recommended that this be achieved through a statutory and/or Regulation changes.

   GCC voiced their disappointment about the fact that this government agency was applying as an affiliate (presumably to pay lower dues) rather than as a Government Agency. Following the discussion above, it was decided that the application should be accepted and the Member then encouraged to change their status to Category A –Government Agency. (Annex 4)

DRAFT COUNCIL DECISION

<u>Approves</u> the admission of 28 organizations and/or institutions applying for membership.

<u>Encourages</u> the **Agence Française pour la Biodiversité, France**, to request to be transferred to the membership

category A (Government agency).

Encourages, **NSW Biodiversity Conservation Trust, Australia** to request to be transferred to the membership category A (Government agency).

Defers the admission of **Earth X, USA**, **Petra Development Tourism Regional Authority, Jordan**, **Thinking Animals, USA** and **Ghazi Bharota Development Organisation, Pakistan** to its next meeting; and

Requests the Secretariat to seek additional clarification from this/these organisations.

Rejects the admission of **Asociación para el Bienestar y Amparo de los Animales del Cantón de San José Costa Rica (ABAANIMAL)** on the basis that the organisation does not fulfil the requirements set out in the objectives of the IUCN Statutes.

~~Rejects the admission of **Thinking Animals, USA** on the basis that that the organisation does not fulfil the requirements set out in the objectives of the IUCN Statutes.~~

2.5 Changes of Members' name or membership category *(DEC)*

The Julie Ann Wrigley Global Institute of Sustainability in USA requested to move from the NGO to the Affiliate category. The organisation has grown over the years; they still want to participate in IUCN activities without being a voting Member.

In addition, GCC took note of the change of legal name of five current Members.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Approves the request from one current IUCN Member, The Julie Ann Wrigley Global Institute of Sustainability in USA, to change its membership category from NGO to Affiliate.
2. Takes notes of the change of name of five current Member organisations, as follows:

Member ID	Country	Previous name	New name
ST/7672	Tunisia	Ministère du Développement Local et de l'Environnement (Ministry of Local Development and Environment)	Ministère des Affaires Locales et de l'Environnement (Ministry of Local Affairs and Environment)
GA/25551	Honduras	Secretaría de Energía, Recursos Naturales, Ambiente y Minas (Ministry of Energy, Natural Resources and Environment and Mining)	Secretaría de Recursos Naturales y Ambiente (Ministry of Natural Resources and Environment)
ST/25228	Rwanda	Ministry of Natural Resources*	Ministry of Lands and Forestry*
NG/1314	France	Fondation Nicolas Hulot pour la Nature et l'Homme (Foundation Nicolas Hulot for Nature and Humankind)	Foundation pour la Nature et l'Homme (Foundation for Nature and Humankind)
IN/780	United Kingdom	International Fur Trade Federation	International Fur Federation

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2.6 National and Regional and Interregional Committees

2.6.1 Revised bylaws of the Caribbean Regional Committee *(DEC)*

The Governance and Constituency Committee took note and informed Council of the revised Bylaws of the Caribbean Regional Committee of IUCN Members.

These bylaws were submitted to GCC at its 13th meeting in April 2018 but following comments received by the Legal Adviser, the Regional Committee was requested to update its Bylaws and to resubmit them to the 95th Council in October 2018. The revised version has been reviewed and endorsed by the Legal Adviser.

DRAFT COUNCIL DECISION
The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Takes note of the revised Bylaws of the Caribbean Regional Committee of IUCN Members.

2.6.2 Paper on the establishment of Interregional Committees

This item was deferred.

Following the discussion on establishing an Interregional Committee for West Europe, East Europe, North and Central Asia, the GCC asked the Secretariat to prepare a paper on the establishment of Interregional Committees in general

The paper was presented last April but GCC, following recommendations from Bureau, requested the Secretariat to revise the document and have it considered by this meeting of GCC/Council. The draft paper and requested input from the Legal advisor was not received. After discussion with the Secretariat and given that one of the areas of improvement of IUCN governance is related to the requirements for establishing the National/Regional and Interregional Committees, for which recommendation is to be made at next Council, the GCC Chair and Deputy Chair agreed to postpone the discussion of this paper to 2019.

2.7   Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)

Enrique Lahmann explained that Regional Forums will take place between May and end of August 2019 to prepare IUCN Constituents to participate meaningfully in the 2020 Congress. The main objectives and criteria for eligibility for sponsorship were set out. These have been used to establish a formula which will determine the allocation of funds to Regional offices for the preparation of the RCFs. (Annex 5)

In summary, the following formula will be used to distribute the Membership Fund to the different offices:

$$\frac{(a*1) + (b*0.5) - c}{d - (e*0.5) - f}$$

Where:

a: Number of Members in the region from low and middle income economies that are current in the payment of their dues (up to and including 2017)
b: Number of Members in the region from high income economies that are current in the payment of their dues (up to and including 2017)
c: Number of Sponsored delegates in the region that did not comply with one of the two following requirements: voting in at least 75% of the decisions at the 2016 Congress or submitting a post-Congress report.
d: Total number of Members worldwide that are current in the payment of their dues (up to and including 2017).
e: Number of Members worldwide from high income economies that are current in the payment of their dues (up to and including 2017).
f: Number of Sponsored delegates worldwide that did not comply with one of the two requirements mentioned in "c" (above).

There was a brief discussion on the sponsorship for Members at Congress. Related to this, information on Sponsored delegates for the 2016 Congress and their rate of compliance with requirements was examined. The GCC noted that there was a high level of non-compliance by Sponsored Delegates in the Asia and Africa regions. Clarification was sought as to whether this would have an effect on the allocation of funds for the RCFs. Enrique confirmed that it would but he explained that how Regional Offices distribute the funds is up to them.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Endorses the eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund.

2.8   Membership dues

2.8.1 Progress report of the joint GCC/FAC working group (INF)

At the last meeting in May, it was agreed to establish a joint GCC/FAC working group on membership dues to analyse the current membership dues, taking into account the value members receive from their membership and Council's interest in maintaining diverse membership across regions and categories, and prepare a proposal for the 2021-2024 period that includes a financial analysis thereof, to be presented to the 2020 World Conservation Congress. Council's interest in retaining membership. This will include the review of membership dues for Indigenous peoples' organisations, zoos, smaller civil society organisations, etc.

GCC's representatives will be: Ali Kaka, Sixto Incháustegui, Jenny Gruenberger and Ramiro Bátzin. Confirmation of FAC representatives is awaited.

In addition, a letter was received from IPO Members on 29 September. This follows their letter dated end of July asking for a revision of membership dues for the IPO Members. The GCC/FAC membership dues Task Force will study these options and report to GCC at the 96th meeting.
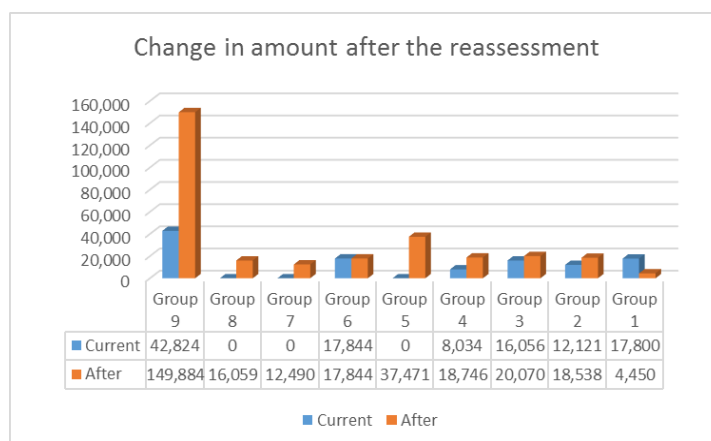
The GCC Chair proposed that the joint working group present its Workplan based on the agreed TORs to the GCC Chair by 1 December and the Chair will present that to the GCC for approval by email thereafter. An interim report will be presented to the GCC/FAC at the 96th meeting and a final report to 97th meeting, 2019, with a proposal for the 2021-2024 Membership Dues for consideration by the 98th Council in 2020.

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2.8.2   **Dues reassessment process for NGOs (INF)**

The 2017-2020 Membership Dues Guide that was approved by the 2016 Congress includes a process to review membership dues for NGOs every four years.

- In 2016, the Secretariat suggested implementing a process whereby the dues of a Member would be **reassessed every four years**.
- The membership dues group assessed by the Secretariat would remain in place for the next four years. Members who do not provide the Secretariat with their financial particulars within a set period would be automatically **moved up to the next dues group**.
- This process described in the 2017-2020 Membership Dues Guide was **approved by the 2016 Congress.**
- The Process is underway and should conclude in 2019.
- No changes to dues (increase or decrease) will take place before 2020 invoicing and a letter will be sent to Members informing them.

To date, 308 financial reports have been received (out of 721 Members contacted). 100 reports have been analysed and results suggest that there would be a 157% increase income once the changes have been implemented. (CHF 114,679 to CHF 295,552)

Change in amount after the reassessment

	Group 9	Group 8	Group 7	Group 6	Group 5	Group 4	Group 3	Group 2	Group 1
Current	42,824	0	0	17,844	0	8,034	16,056	12,121	17,800
After	149,884	16,059	12,490	17,844	37,471	18,746	20,070	18,538	4,450

■ Current ■ After

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2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 *(DIS/DEC)*

Update on the Members whose rights were rescinded by the 2016 Congress.

GCC were requested to make a decision on the 11 Members remaining on the 2016 rescission list. Note that these have remained Members of IUCN, while they should have been withdrawn on 10 September 2017.

The issue with State Members is that if they are withdrawn, there is nothing to stop them reapplying the next day, effectively allowing them to avoid paying their outstanding dues. It was a matter of concern to the GCC that this was possible and that it would sensible to consider a way of avoiding this in the future.

The Chair suggested that if members wished to look into this, it could be added to the list of Governance issues and taken to Bureau.

UDG agreed to circulate an update of the high level actions undertaken by Secretariat to keep Members as requested by Council. The decision on further action would be taken by email.

2.9 Issues regarding the membership admission criteria for International NGOs (DEC)

Under current wording of the Statutes, a number of International NGOs that are IUCN Members would fall into the National NGO category if they applied today. *(eg.; International Association of Fish and Wildlife Agencies, USA, admitted in 1989; National Geographic Society, USA, admitted in 2005; International Primate Protection League, USA, admitted in 1982; Rainforest Alliance, USA, admitted in 2008).*

Statutory requirements and interpretation of the Regulations (mainly Reg.6) have changed over the years. Regulation 6(c) of IUCN Statutes (amended at the 2012 World Conservation Congress, reads as follows:

"Any International non-governmental organisation seeking admission as a Member of IUCN shall, have a substantial record of activity in two or more States and <u>out posted or country offices reporting back to Headquarters".</u>

The legal interpretation is that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have its Headquarters and **two or more out posted countries offices reporting back to it**. Out posted staff based or hosted in partner organisations in other countries cannot be considered as out posted offices.

From at least 1996 until 2012, the requirements were to have offices, including Headquarters, in two or more States, i.e. **a minimum of 2 offices**. From September 2012, the requirements were to have offices (meaning at least 2) reporting to Headquarters, i.e. **a minimum of 3 offices**.

It was proposed that current INGOs concerned be "Grandfathered" and apply to any new applications the rule of a minimum of 2 offices in addition to Headquarters, located in other States.

However, the Chair proposed that in an effort to show that we are trying to ensure that the governance rules are complied with, the Secretariat write to these Members and offer them the opportunity to change their classification to be consistent with the current classification that IUCN uses.

The Secretariat agreed to the proposal and will contact the Members concerned.

2.10 2019 Budget: Implications for governance and fulfillment of the statutory obligations of Councillors

This item relates to the 2019 budget for Council's fulfillment of obligations, including costs related to Congress Committee meetings and other budget provision for items essential to IUCNs Governance, including for a two day meeting of standing committees at Council, and other in-person meetings.

The Chair went through section 4.2 of the budget and workplan and requested clarification on the Council, Bureau and external governance review and allocation for membership engagement/support/ strategy.

There was also a discussion about the need for an extra day Committee meetings. The Chair proposed to suggest that this be an option written into the budget for 2019 and that Committees have the possibility of making the request, depending on the length of the Agenda. The GCC members agreed with the proposal.

Enrique provided an overview of the meetings planned leading up to the Congress in 2020.

The Chair made a general comment about budget and implications on the implementation of the Strategy. In view of the small size of the UDG team, there was concern raised about the feasibility of the implementation of the membership strategy and the human and financial resources requirements needed to implement it.

Strategy implementation:

There is nothing budgeted for such costs for 2019. The Chair voiced her concern that it will be regarded a failure if nothing is produced. It is necessary to establish what is needed to implement the strategy. GCC considered how to bring the FAC into discussions in the future to help tackle this issue. It will be necessary to establish what needs to be allocated to this process to ensure delivery. The GCC agreed that the Director of the UDG and Vice President, Ali Kaka agree on an appropriate figure to cover these costs and that VP Kaka would attend FAC to request inclusion of these costs in the budget.

Budget allocation for the motions process.

With regard to proposals to amend the statutes of IUCN, where Council Members are present at RCFs, the process can be explained to Members by them. However, in the absence of any Council Members, provision should be made for someone from GCC to attend the RCF to explain the changes in the process. It was agreed that GCC would take stock

of which of the regions are already represented and make sure that any gaps are covered.

The Chair highlighted that since the revision of the regulations is a complex issue, GCC would have to decide if they would like to see someone from the working group there, or a secretariat representative or someone who was associated with the process.

It was confirmed that the budget for this item would come from the RCF allocation.

3. World Conservation Congress

3.1. Registration fees for the IUCN World Conservation Congress

This item was postponed to 2019 at the request of the French Ministry, following the change of Minister of Environment. They guaranteed that the logistics company they will contract to build the registration system will be able to deliver the system in time for a registration launch in September 2019, even if the fees are only adopted by April 2019. The Congress Preparatory Committee will consider this at its first meeting in 2019.

3.2 Sponsored Members

This item was postponed

During the GCC call in June, there was a presentation on the results of the implementation of the Guidelines for the Sponsored delegates Programme at the last Congress in Hawaii.

GCC agreed to support the decision adopted by the 2016 Congress Preparatory Committee on the three minimum criteria[1] (for the selection of sponsored Members) and Invited the Congress Preparatory Committee, as soon as it is established, to approve criteria for selecting additional sponsored Members subject to availability of funds.

It also recommended that the Congress Preparatory Committee be formed as soon as possible to enable the Secretariat to start the preparations of the 2019 Regional Conservation Fora and the 2020 Congress, considering that these criteria should be applied for both events.

The GCC meeting on 18 September 2018 unanimously agreed to discuss the President's request to consider the TORs for the CPC alongside those of other Council Committees engaged in preparations for Congress, effectively setting aside this earlier recommendation.

The following questions were asked to GCC members during the call and GCC members were requested to provide their feedback by e-mail after the call.
- Should GAs be sponsored when they have no voting rights?
- Should a Member be active for several years before sponsoring? This would not adversely affect Indigenous Members since all have been Members for some time – they moved to the new category following its formation in 2016;
- Should NCRCs be informed of non-compliance? Members are aware of the criteria and they sign a contract in which they agree to fulfil the criteria.

In June, GCC members received detailed results of the survey completed by Sponsored Members post Congress and the individual details of the Sponsored Members' compliance with the Programme's requirements.

The Chair requested GCC members give their reactions on this matter in order to be able to pass the information to CPC when it is established.

4. Any other business –

4.1. The Chair confirmed that the GCC work plan and GCC work progress tracker document: have been finalized and will be shared with GCC. These are live documents and will be regularly updated. Note that these are live documents that will constantly be updated.

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[1] 3 minimum criteria are:
1. Members coming from countries with low and middle-income economies, as per the 2019 World Bank list of economies.
2. Members which are up-to-date in the payment of their membership dues, i.e have voting rights.
3. Members which fully complied with the requirements of the Sponsored Members Programme in 2016

4.2 14th GCC meeting (conference call on 11 June): The Chair reminded the GCC that approval was needed on the minutes of the conference call on 11 June before it could be submitted to Bureau for approval

GCC approve the Vice Presidents' request that the GCC make a recommendation appointing Ramiros Batzin to the GCC.

The meeting closed at 19.45

Council proposals to update the motions process

Introduction

Decision WCC-2016-Dec-113 adopted by the IUCN World Conservation Congress 2016 in Hawai'i requested "the next IUCN Council to:
- create an opportunity for IUCN Members to provide feedback on the online discussion and electronic vote on the motions prior to Congress with the objective of improving the motions process for the future, and
- if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the launch of the 2020 Congress motions process)."

Feedback and suggestions were received from participants of the 2016 Congress, IUCN Members (on the online part of the motions process), the 2016 Congress Resolutions Committee and through the article "IUCN's encounter with 007: safeguarding consensus for conservation" published in Oryx whose authors come from a broad cross-section of IUCN. Links to these sources and summaries of the feedback can be found in Council document C/93/GCC/3.2.

The table below presents Council's response to the feedback and suggestions received. It was recommended to Council by its Governance and Constituency Committee which had been assisted by a task force set up for this purpose and supported by the IUCN Secretariat.

Proposals to amend the Rules of Procedure presented in this table will be put to the IUCN Members for discussion and vote online in accordance with the procedure defined in Regulation 94. The online discussion will open soon after the 95th meeting of the IUCN Council (6-8 October 2018) and concluded with an electronic vote sometime in February / March 2019.

The following proposals also include a small number of amendments to the Statutes of IUCN. However, decision WCC-2016-Dec-113 only refers to amendments to the Rules of Procedure. In addition, Rule 45*bis* (d) requires that motions pertaining to governance, including amendments to the Statutes and Rules of Procedure, be referred to the Members' Assembly for discussion and voting. Exceptions have been made when IUCN Members in a session of Congress have requested that amendments on a particular issue be put to an electronic vote between sessions of the Congress. For this reason, the IUCN Council will present the proposed amendments to the Statutes to the IUCN Members for comments and discussion through an online platform and during the Regional Conservation Forums to be held in 2019, and taking into account the feedback received, may table the proposed amendments to the 2020 Congress for discussion and voting.

In addition, Council will examine an amendment to Article 94 of the Statutes to clarify the restrictions such as the one defined in Rule 45*bis* (d) regarding the matters that can be put to the electronic discussion and vote between sessions of the Congress.

Proposals to amend the TOR of the Motions Task Force or the Congress Resolutions Committee will be decided to by Council at the appropriate time.

For the purpose of providing IUCN Members with the total picture of all improvements to be made for the next motions process, the proposed amendments to the Rules of Procedure have been integrated in this table together with other actions which Council undertook to take.

Cluster 1: Proposals to enhance consensus building	
Feedback from the 2016 Congress	**Council proposals**
1. **Empower the Congress Resolutions Committee to refer potentially divisive but non-urgent motions to a two-step process**	
The Oryx article suggests that the Congress Resolutions Committee should have the authority to refer potentially divisive but non-urgent motions, for which eventual consensus would be beneficial for conservation, to a two-step process whereby the Congress requests the preparation of proposals for consideration at the next session of the Congress. The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the global conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. Such two-step processes have been applied by decision of the Congress (e.g. the IUCN Policy on Biodiversity Offsets approved by the 2016 Congress following the request of the 2012 Congress for proposals following a comprehensive consultative process).	The IUCN Council proposes to make a modest amendment to Rule 62*quinto* (b) to make it clear that also motions that in its view are controversial and eventual consensus would be beneficial for conservation, be referred to the Members' Assembly for continued debate and voting.

The IUCN Council also proposes to empower the Congress Resolutions Committee to propose that controversial but non-urgent motions for which eventual consensus would be beneficial for conservation, or motions based on technically weak arguments, be deferred to the next Congress provided they are properly submitted according to the applicable rules.

Council will incorporate wording to this effect in the Terms of Reference (ToR) of the Motions Working Group and in Council's proposal of the ToR of the Congress Resolutions Committee.

To support these changes, Council proposes the following amendment to the Rules of Procedure:

Amend Rule 56 as follows:
The Resolutions Committee may refer a motion to a committee or *ad hoc* contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development |

or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 49 as follows:
Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been deferred to the following session of the Word Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.

Amend Rule 62quinto as follows:
Following the close of the online discussion the Motions Working Group will
[…]
(b) refer to the Members' Assembly for continued debate and vote, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; […]

A consequential amendment to Rule 45bis (c) ii) is required as follows:
The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting on: […]

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<td>(c) A limited number of motions which, in the opinion of the Motions Working Group, […]

ii) have been the subject of such debate and divergent proposed amendments or that are so controversial that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to the Congress; and […]</td>
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2. If consensus is not possible, a drafting group prepares a consensus text to be presented to plenary. If this is not possible, a text with brackets is presented to the plenary

The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. That is why the 2016 Congress Resolutions Committee suggested that, for issues that are hard to resolve in contact groups and to avoid the adversarial way of taking decisions (as was the case with 2016 Motion 007) the facilitators of contact groups, or the Resolutions Committee should/can set up drafting group(s) that balance the spectrum of views on the motion. The drafting group would normally be fewer than 10 people appointed by the facilitator or the Resolutions Committee. Membership of the drafting group would be closed. The drafting group would be given a deadline for producing new text to bring to the next session of the contact group or the Resolutions Committee. They also propose that, should a consensus remain impossible, the minority views are presented as alternative formulations in square brackets in the text presented to the plenary. The brackets in text avoid a situation where Members with a minority view point have to formally put them forward during the plenary. The bracketed amendments would be considered and voted on as the Assembly works through the text coming from the contact group or the Resolutions Committee.	The IUCN Council proposes to amend Rule 56 of the Rules of Procedure in order to assign authority to the Resolutions Committee and contact group facilitators to set up drafting groups and / or present minority views as bracketed amendments in the document resulting from their work, as follows:

Amend Rule 56 as follows:
The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

In addition, the Council recommends that this additional authority of the Resolutions Committee also be incorporated in the ToR of the Resolutions Committee and the procedures and code of conduct for |

	contact groups to be approved by the Members' Assembly at the proposal of the Council.

3. Present amendments first to the contact groups and only bring them to the plenary in exceptional circumstances	
The 2016 Congress Resolutions Committee suggested to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned. In practice, Members who do not wish or are not able to attend a contact group, present their amendments to the motion concerned during the plenary sitting that considers the text resulting from the deliberations of the Resolutions Committee and contact group. However, in Hawai'i, only one amendment to such a motion (Motion 065) was brought forward during the plenary sitting. As a result, the Resolutions Committee referred Motion 065 back to a contact group. As the contact group did not discuss the amendments to Motion 007, they were presented to the Resolutions Committee and subsequently to the plenary sitting of the Members' Assembly. Throughout the 2016 Members' Assembly, Members were encouraged to bring their amendments to the relevant contact group or, if they could not attend the contact group meeting(s), to ask another IUCN Member to table their amendments in the relevant contact group.	To increase the efficiency of the process with regard to amendments, the IUCN Council proposes to amend Rule 59 of the Rules of Procedure in order to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned, as follows: *Amend Rule 59 as follows:* Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order. In addition, this requirement shall also be included in the procedure and code of conduct for contact groups explaining that IUCN Members who can't attend a contact group meeting may either ask another IUCN Member to present their amendments in the contact group concerned, or ask a representative of their recognized National or Regional Committee to do so on the basis of Rule 66 (d).

4. Congress decisions should normally be taken by consensus and with voting only when consensus can't be achieved	
The authors of the Oryx article suggest that Congress decisions should normally be taken by consensus and with voting only when consensus cannot be achieved. The value of IUCN Resolutions and Recommendations is such that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting	The IUCN Council supports the view that every attempt must be made to achieve the broadest possible support before a motion is put to the vote because this will increase the legitimacy and authority of the Resolutions and Recommendations, as well as their chance of being effectively implemented. To achieve this, the IUCN Council recommends that the Chair of the

parties.	Members' Assembly requests the support of the Members' Assembly to make every attempt to achieve the broadest possible support before each motion is put to the vote.
	The IUCN Council will also consider whether to include in the ToR of the Steering Committee of Congress the authority to decide or to recommend not to put a motion to the vote if despite all efforts, and given the importance of the object of the motion for IUCN and conservation, a vote would negatively impact the legitimacy and authority of the motion and seriously impair its implementation. The Steering Committee could also be given authority to decide or recommend that the motion be deferred to the next Congress, or negotiation be continued and motion submitted to an inter-sessional e-vote of the IUCN membership, or that it be referred to the IUCN Council or other component of IUCN in order to consider the best possible course of action. While a Steering Committee decision could, of course, be overruled by the Members' Assembly, it would provide an opportunity for reflection by the Members' Assembly on how to proceed in the best interest of the Union.
	The IUCN Council does not wish to propose amendments to the Statutes and Rules of Procedure establishing the requirement that Congress decisions be taken by consensus and that voting will only take place when consensus cannot be achieved. Such an amendment would not only introduce a differentiated legal regime for motions approved by e-vote prior to Congress – where a consensus rule could not be applied in practice – and those approved during the Congress where the consensus rule would apply. It would also require the consideration of a number of consequential issues: such as its impact on the requirement that electronic voting is mandatory if an electronic voting system is available onsite (Regulation 40*bis*) or on the requirement to publish the voting record (Rule 71*bis*).
5. Need for a higher percentage majority to adopt decisions	
The authors of the Oryx article suggest that, when voting is needed (in the absence of consensus), instead of the current simple majority, a	Based on the same rationale for making every attempt to achieve the broadest possible support for a motion before it is put to the vote, the

higher percentage majority will be needed to adopt decisions. A higher percentage majority requirement would increase the incentives to negotiate in good faith, as it would be harder for a motion to be adopted in the absence of consensus.	IUCN Council proposes to increase the majority requirement for voting on motions referred to in Rule 48*bis*, i.e. the motions that take the form of a Resolution or Recommendation (defining the general policy of IUCN, influence policies or actions of third parties, or addressing the governance of IUCN). The Council is concerned / motivated to ensure a genuine interest for all participants to engage in discussions and negotiations. This will require the following amendment to the Statutes: *Insert a new Article 31bis in the Statutes as follows:* The adoption of motions referred to in RoP 48*bis* shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C combined. The IUCN Council will consult the IUCN Members on this proposed amendment through an online discussion platform and during the Regional Conservation Forums, prior to submitting it to the 2020 Congress for discussion and voting. In addition, the IUCN Council will propose to the Members' Assembly for approval a code of conduct and procedure for contact groups which will include further guidance for facilitators and participants to ensure constructive and inclusive discussions and negotiations.

Cluster 2: Proposals to improve the quality and implementation of motions	
Feedback from the 2016 Congress	**Council proposals**
6. **Strengthen submission criteria relating to sponsors to make motions more globally/regionally relevant.**	
Members suggested that, in order to make motions more relevant at the global level (across the regions), the criteria related to co-sponsorship required for the submission of motions be strengthened. Currently, motions must be submitted by any Member eligible to vote "with the co-sponsorship of at least five other eligible Members". (RoP 49)	The IUCN Council proposes to amend the rules to require that henceforth the co-sponsors must come from at least two statutory Regions (in the sense of Article 16 of the Statutes). *Amend Rule 49 as follows:* Motions may be proposed by the Council, or by any Member

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<td colspan="2">eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.</td>
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7. Strengthen submission criteria relating to technical and scientific quality and to prevent unclear intentions – give Council's Motions Working Group (MWG) the authority to reject or edit such motions.

In 2016, based on Regulation 29, the Motions Working Group (MWG) edited motions for clarity of the wording or removed parts of motions affecting the draft IUCN Programme or proposed mandates of the IUCN Commissions (Rule 51). However, the MWG did not consider that it was authorized to reject or edit a motion that was of poor technical or scientific quality. This lead to some motions being admitted to the online discussion and vote prior to Congress that were vague and/or which did not reflect the scientific/technical quality desirable in IUCN. The 2016 Congress Resolutions Committee therefore suggested that an amendment be made to the criteria for submitting motions (Rule 54) in order to allow the MWG to either reject or edit motions that are found to be of insufficient technical of scientific quality, or unclear in their intention.	The IUCN Council proposes to amend Rule 54 by adding to the conditions for admissibility of motions that they contain technically sound and coherent arguments and be precise on what they aim to achieve. At the same time, Council proposes to correct an omission in Regulation 29 by clarifying that the MWG has the authority to prepare motions (including editing such motions) for the online discussion of motions in addition to preparing them for submission to the Resolutions Committee and the Congress. *Amend Rule 54 as follows:* Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the following requirements: (a) related to content: […] iii. Contain technically sound and coherent arguments; iv. Be precise on what they aim to achieve; <s>iii</s>v. Propose aspirational goals that are reasonable; […] *Amend Regulation 29 as follows:* At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions

Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, ~~prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress,~~ facilitate discussion between Members on motions in advance of the World Congress, ~~prepare them for submission to the Resolutions Committee and the World Congress,~~ and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.

8. **Strengthen submission criteria to tighten requirements on consultation with local stakeholders, in particular on motions on local, national or regional issues.**

According to the 2016 Congress Resolutions Committee, there were some motions that were deemed admissible, but for which the level of consultation had been less than ideal. Such motions run the risk of becoming controversial later on in the process. The 2016 Congress Resolutions Committees therefore suggested that Rule 54 specify that with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question must be consulted, and that it must be demonstrated that the consultation has taken place.

The Resolutions Committee also noted that for the most part use was not made of the Regional Conservation Forums (RCF) to prepare, develop and promote motions, and there was scope for improvement here. Members also suggested that motions be discussed in National Committees and RCF.

The IUCN Council supports amendments to Rule 54 (in (a) related to content) to strengthen the criteria for admissibility of motions by requiring that, with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted. Further, an amendment to Rule 54 (in (b) related to process and format) will require that the proponent of the motion demonstrates that the required consultations have been made. Should consultations not have been undertaken, the proponent of the motion will be required to explain the reasons in the template for the submission of motions, or in the explanatory memorandum.

In addition, Council wishes to clarify the intention of Rule 51*bis* as an incentive for National and Regional Committees and RCF to examine whether the best possible action to solve the issue is through regional (programmatic) cooperation or indeed through a (global) motion.

Finally, Council seizes this opportunity to correct an omission as Rule 54 (b) vii should also refer to Rule 49*bis*.

Amend Rule 54 as follows:

Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements:

(a) related to content:

[…]

v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

[…]

vii. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49*bis*;

viii. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action, have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and cb) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;

[…]

Amend Rule 51bis as follows:

National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to, or instead of submitting a motion.

9. **Give authority to the Motions Working Group (MWG) to tackle issues around quality after the close of the online discussion in order to avoid motions of low quality being adopted through the electronic vote.**	
According to the 2016 Congress Resolutions Committee, it is possible that a motion might be deemed to be of sufficient quality to be sent to the electronic debate, but then lose its focus and technical merit as a result of the compromises made during the online debate. In the future, it would be helpful if the facilitators could flag motions considered to be of lower quality than the original motion to the MWG so that decisions could be taken on how to handle them. Options could include extending the electronic debate in these instances, or sending them to the WCC rather than the e-vote, or the MWG engaging in further discussions with the Members concerned to resolve any problems with quality. It is possible that amendments to the Rules might be needed to give the MWG the authority to address problems after the electronic debate.	In the view of the IUCN Council, once the electronic discussion of motions is over, the motions resulting from it should either be put to the electronic vote or referred to the Members' Assembly for continued debate and vote, as provided in RoP 62*quinto*. The electronic discussion should not be extended and motions should not be amended by the MWG or Members at that point in time. Instead, issues of quality need to be tackled in a timely and effective way during the electronic discussion. Note also in this regard the proposed amendments, presented in section 7 above, to Rule 54 and to Regulation 29. In addition, a provision will be included in the ToR of the MWG requiring it to monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.
10. **Allow the Motions Working Group (MWG) to remove motions after the electronic discussion which are not well aligned with the IUCN Programme.**	
A member of the IUCN Council suggested that, in order to make Resolutions / Recommendations more relevant, the MWG should be given the authority to remove motions that are not well aligned with the IUCN Programme.	Given its hesitation about tackling issues of quality after the close of the online discussion of motions as described in section 9. above, the IUCN Council considers Rule 51 adequate to deal with issues of alignment with the IUCN Programme either before, during or after the online discussion of motions: the MWG has the authority to refer any motion or a parts of a motion affecting the draft IUCN Programme to the session of Congress that considers the Programme. The MWG will be requested to provide clear guidance to the facilitators of the online discussion to alert Members to issues of alignment with the IUCN Programme, or to alert Members directly during the online discussion, e.g. at the beginning of the 2nd reading.
11. **Requiring and guaranteeing the scientific independence of the work carried out by Commissions and Secretariat under IUCN's technical role.**	
The authors of the Oryx article suggest that the Statutes be amended	The IUCN Council supports amendments to the Statutes to require

to require and guarantee the scientific independence of the work carried out by the Commissions and Secretariat under IUCN's technical role, thus protecting such work from partisan interference from any source. Most organizations have no such guarantees of independence. "As a science-based union that prides itself on evidence-based dialogue, convergence and consensus building, it is imperative that IUCN retains its hard-earned and critical technical and convening roles for long-term conservation outcomes and impacts."	and guarantee the scientific independence of the work carried out by the IUCN Commissions and the IUCN Secretariat. In line with the Oxford Dictionary, "undue influence" means the influence by which the Commissions or the Secretariat, in their scientific work, are induced to act otherwise than by upholding the highest standards.
	Amend Article 3 (f) of the Statutes as follows:
	(f) develops expert networks ~~and information systems~~ to support its Members and components;
	Insert a new Article 3 (f) bis as follows:
	(f) *bis* provides scientific information, assessments, analyses, publications, and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios;
	Insert a new provision in the Statutes after Article 3 as follows:
	Article 3*bis*:
	In working towards the objectives outlined in Article 3 (f) *bis* of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.

Cluster 3: Proposals regarding participation in the motions process	
Feedback from the 2016 Congress	**Council proposals**
12. **Participation in online discussion should be improved / reviewed with regard to Cat. A Members**	
As a result of a perception that Cat. A Members were under-represented during the online discussion of motions prior to Congress, Members suggested to make participation for Cat. A Members mandatory. However, in fact, during the 2016 online discussion, both Membership Categories A and B had a similar level of participation of Members: o Cat. A: 16.6 %	The IUCN Council expects the Motions Working Group to encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows appropriate engagement with/ invitation to State Members. The Council does not wish to propose amendments to the Statutes or the Rules of Procedure establishing a quorum requirement for Cat. A

○ Cat. B: 15.7 %. In terms of comments made during the online discussion, 61% of comments originated from Cat. B and 31% from Cat. A. (Note, however, that 83% of IUCN's Members are in Cat. B)	Members or otherwise require / ensure that they are present in order to legitimize the results of the online discussion of motions. Complex questions such as what an adequate minimum level of participation would be, or whether the quorum requirement should only be established for Cat. A Members, or what the consequence would be of a quorum not being met, would require a high amount of attention disproportionate with the expected net result.

13. **Reconsider the method of counting the votes cast during the e-vote and address the large amount of abstentions**

In the same way as RoP 77*bis* and Regulation 40*bis* provide that during sessions of the Congress "Members who choose not to cast a vote electronically shall be declared to have abstained", Members who did not cast a vote on a motion during the electronic vote prior to the 2016 Congress were considered to have voted "abstention". (Cf. the 4th guidance note for the 2016 World Conservation Congress Motions Process - 4. The Electronic Vote Prior to Congress - 23 July 2016) This is considered by some members as portraying a skewed picture. Other Members criticized that sometimes the number of abstentions was very high and suggested that a motion should not be adopted if abstentions are more than one third of votes cast.	The IUCN Council proposes to stop counting non-voting as abstentions. In other words, <u>when presenting the voting results,</u> the number of "abstentions" will only include the votes resulting from explicitly voting "abstention". This will require amendments to RoP 77*bis* and Regulation 40*bis*. *Amend Rule 77bis as follows:* Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. ~~In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained.~~ The Election Officer shall monitor the accuracy of the electronic election system. *Amend Regulation 40bis as follows:* When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. ~~Members who choose not to cast a vote electronically shall be declared to have abstained.~~ The

	Election Officer shall monitor and ensure the accuracy of the electronic voting system. In addition, the IUCN Council will examine whether to prepare an amendment to Article 32 of the Statutes in order to provide that if the number of abstentions (as they are currently being counted, i.e. including those not casting a vote) is more than 1/3 of all votes in either one of the Categories, the motion is not adopted. *Amend Article 32 of the Statutes as follows:* Abstentions shall not be counted as votes cast. However, if the number of abstentions is 1/3 or more of all votes in either Category A or Category B and C combined, the motion is not adopted.
14. Better balance between NGO and Government participation in Contact Groups.	
The 2016 Congress Resolutions Committee suggested that Council reviews options for achieving a better balance between NGO and Government participation in contact groups. Some State and Government Agency Members had complained that in Hawai'i some contact group discussions were dominated by NGO Members. To some extent this is inevitable given the much large number of NGO Members. However, there might be ways to achieve a better balance, for example by limiting the number of participants to one person per NGO Member, but two per Government Member. On the proposal of the Resolutions Committee, the Steering Committee of Congress adopts procedures and a code of conduct for contact groups. These procedures provide, among others, that speaking in contact groups is restricted to one representative per IUCN Member, Commission, National or Regional Committee and the Secretariat and that the facilitators have the authority to implement this rule while ensuring that the floor is given in an equitable and fair manner.	"Delegate" is a broad term covering not only accredited representatives of Members, but also of observer organisations / institutions (Rule 12) and of recognized National and Regional Committees holding a proxy from one or more of their Members [Rule 66 (c) and (d)]. The IUCN Council therefore proposes to amend the Rules of Procedure in order to make it clear that contact groups are composed of Members, including National or Regional Committees holding a Member's proxy, because they are an emanation of the Members' Assembly. *Amend Rule 56 as follows:* The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

15. New rules to govern participation of Commission members and National and Regional Committees in contact groups (keep numbers of Commission members to a minimum / an assigned speaker).

The 2016 Congress Resolutions Committee suggested that new rules be established to govern the participation of Commission members and National and Regional Committees in contact groups. Apart from IUCN Members in good standing, Commission members and representatives of National or Regional Committees may also attend. In the 2016 Congress, there were several good examples of Commission members clarifying complex issues to help the debate in contact groups. On the other hand, one Commission member dominated the discussion in one contact group to the annoyance of other participants. The role of Commission members is to serve in an advisory capacity, and to help ensure that the text is scientifically and technically accurate and relevant. However, given that the contact groups are primarily for the IUCN Members, the 2016 Resolutions Committee believed that the numbers from the Commissions and Committees should be kept to a minimum.

The Secretariat has staff in the contact groups to act as motion manager, technical experts, rapporteurs, etc. The Secretariat will not normally speak in a contact group except to bring clarification to issues.

The IUCN Council proposes that the Rule 56 be amended in order to clarify who, apart from IUCN Members in good standing may attend the contact groups and in which capacity.

The Council suggests doing so by harmonizing the rules regarding contact groups during Congress (Rule 56) and those regarding the online discussion of motions (Rule 62*bis*). At the same time, an anomaly could be corrected by ensuring that both Rules refer to National as well as "Regional" Committees and to "recognized" Committees only, in line with the wording of Rule 66 (c) and (d), noting that proxies are not accepted during the online discussion of motions.

Amend Rule 56 as follows:
The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 62bis as follows:
[…] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions

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In addition, the IUCN Council also proposes to amend Rule 37 to enable the Chair of the Members' Assembly to more effectively address behavioural issues.

Amend Rule 37 as follows:
If a speaker is irrelevant or disruptive, the Chair may call the speaker to order. In the event of persistent irrelevance or disruption, the Chair may forbid the speaker to speak for the remainder of the debate. […]</td></tr>
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16. Guide the participation of observers in Contact Groups.

The 2016 Congress Resolutions Committee suggested that observers other than Commissions, National and Regional Committees, and the Secretariat should not to be permitted to attend or participate in contact groups. There seems to have been a corporate lobbyist in one of the contact groups in Hawai'i.	The IUCN Council recommends that a procedure and code of conduct for contact groups be prepared and formally approved by the Members' Assembly, providing clear guidance for the facilitators of contact groups. Instead of restricting attendance of contact groups, the participation of various categories of participants (listen, speak or vote) should be regulated. In the same way as the 11 point guidance for contact group facilitators issued in 2016, which did not have a formal status, the procedure and code of conduct could authorize the facilitators to give the floor to all participants if time permits and when called upon by the facilitator, and to give priority to interventions by Members if time is limited.

17. Ensure the serious nature of the motions process is respected.

The 2016 Congress Resolutions Committee suggested that Council explores ways with the Members concerned to develop a more productive and less adversarial and controversial negotiations with a view to encourage Members to engage in the motions process, and ensure that the serious nature of the IUCN Motions process, as well the specific nature of the IUCN Membership, is respected by all IUCN Members and that the contact group is not used merely as a training	The IUCN Council recommends that the procedure and code of conduct for contact groups includes specific clauses emphasizing the importance to exert maximum efforts to reach a consensus taking into account minority views and to avoid disrespectful and adversarial attitudes, and that – through other relevant instruments – such rules of conduct also apply to the online discussion and plenary sittings of the Members' Assembly. The IUCN Council further recommends that

opportunity for students or others on negotiation or public speaking.	IUCN Members and all other participants are sensitized of the procedure and code of conduct well in advance of Congress.

Cluster 4: Proposals regarding voting	
Feedback from the 2016 Congress	**Council proposals**
18. **Strengthen criteria on which motions are referred to the Members' Assembly and which ones are submitted to the e-vote.**	
Of the 99 motions discussed electronically prior to the 2016 Congress, the Motions Working Group (MWG) referred 85 to the electronic vote held prior to the Congress. Of the remaining 14 motions, 8 motions had been subject of such discussion and divergent proposed amendments that it was, in the opinion of the MWG, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress and were therefore referred to the Members' Assembly for continued debate and vote. *[RoP 62quinto (b)]* The other 6 motions previously identified as warranting debate at the global level were referred to the Members' Assembly to be further discussed and voted upon. *[RoP 62quinto (a)]* ([Communication of the MWG on the results of the online discussion of motions, July 2016](#)) Members felt that it was not always clear why a motion was discussed and voted on electronically prior to Congress or referred to the Members' Assembly for continued debate and vote. They mentioned examples of motions that did not really need in-person discussion, while others dealt with electronically could have benefited from more discussions.	Considering the criteria of Rules 45*bis* and 62*bis* adequate as they are, the IUCN Council will request the MWG – through its Terms of Reference (ToR) - to communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62*bis*) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62*quinto*) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly. In addition, the Council will request the MWG – through its ToR – to monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62*quinto* (b), i.e. the referral to the Members' Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.
19. **Streamline voting on amendments (during the electronic vote on motions prior to Congress)**	
A small number of Members found the voting on amendments confusing and one considered that it led to an above average adoption of amendments. The 2016 Resolutions Committee, however, thought that "the electronic vote proceeded well without any serious glitches and noted that the clear thinking in advance by the Motions Team, Legal Adviser and Secretary to the Council on how to present and	Taking into account that the voting on amendments did not pose technical issues and the near totality of Members participating in the 2016 online vote cast their vote correctly, the IUCN Council considers that the voting system adequately deals with proposed amendments, in conformity with the Statutes and the Rules of Procedure. The Council will request the Motions Working Group to explain as clearly

vote on amendments helped hugely."	as possible the way of voting through amendments in the Guidance for IUCN Members on electronic voting.

Cluster 5: Proposals regarding new and urgent motions	
Feedback from the 2016 Congress	**Council proposals**
20. **Earlier submission deadline for "late" motions.**	
The 2016 Congress Resolutions Committee recommended that Council reviews the options from establishing an earlier submission deadline for motions submitted at Congress. At present the deadline falls on the first day of the Members Assembly. This is to allow important motions to arise from the Forum which only ends the night before. Moving the deadline earlier would in theory put later sessions of the Forum at a disadvantage, as they could take place after the deadline. On the other hand, many "late" motions do not appear to arise from the Forum at all, in which case a deadline before the beginning of the Forum could be appropriate. Some members of the 2016 Congress Resolutions Committee would prefer to make it more difficult for Members to submit late motions, not least because in the last two Congresses (2012 and 2016), some of these late motions have been particularly controversial, and the Members have often been ill-prepared to debate these issues (indeed obtaining objective information of the subject matter of late motions in order to guide debate has not always been easy).	The IUCN Council supports the view that a modification be made to encourage IUCN Members who wish to submit urgent and new motions, to do so prior to the opening of the Congress in order to timely prepare for distribution those motions that are admitted by the Resolutions Committee. Urgent and new motions could be submitted from one week prior to the opening of the Congress until the end of the first day of the Members' Assembly. In addition, the proponent and co-sponsors of urgent and new motions should come from at least two Regions in the sense of Article 16 of the Statutes. The template for submission of motions referred to in Rule 54 (b) x. will specify that one of these Regions should be that of the proponent of the motion. *Amend Rule 52 as follows:* Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions[1]; and (c) only if the Congress Resolutions Committee determines that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: […] *Amend Rule 53 as follows:* Motions meeting the criteria of Rule 52 shall be submitted from one

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[1] "Regions" as defined in Article 16 of the Statutes.

	week prior to the opening of the Congress until the end of the first day of the Members' Assembly<s>by the deadline set by the Steering Committee</s>. Motions received after such deadline shall be admitted only with the consent of the President.
21. Tighter and clearer criteria for submission of "late" motions.	
The 2016 Congress Resolutions Committee recommended that Council develops tighter criteria for defining the terms "new" and urgent" thereby providing greater clarity on the meaning of these terms. The Rules of Procedure are not sufficiently clear to enable the Congress Resolutions Committee to make an easy determination on these "late motions". The term "urgent" is particularly poorly defined. Some members of the Congress Resolutions Committee believed that the term "urgent" should be interpreted as the urgency to take action prior to the next Congress, rather than the urgency of the conservation issue in general. But whatever the case, the term needs to be defined more tightly; if this is not done, the decisions of the Resolutions Committee are likely to be controversial with some Members. The Resolutions Committee also notes that all the criteria for the admissibility of regular motions (Rule 54) also apply to late motions with the exception of the deadline for their submission.	The IUCN Council wishes to increase the clarity and effectiveness of the rules concerning "late" motions on new and urgent issues in order to improve the decision processes in future Congresses. It therefore proposes to provide in Rule 52 a tighter definition of what is "urgent", and to correct an omission in that "late" motions should also meet the general requirements for motions defined in Rule 54, with the exception of the deadline of course. *Amend Rule 52 as follows:* Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote; and (c) only if the Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) vi and vii and that the subject of the motions is new and urgent according to the following criteria, and on that basis authorizes their distribution to delegates: i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. "Urgent" means that the issue is of such importance that it<s>s</s> requires an immediate response from the Union in the form of a Resolution or Recommendation<s>consideration cannot wait until the next Congress before being presented in a motion</s>.

Cluster 6: Technical improvements and revised timeline of the motions process	
Feedback from the 2016 Congress	**Council proposals**
22. **Technical improvements and revised timeline of the motions process**	
IUCN Members, the 2016 Congress Resolutions Committee as well as the authors of the Oryx article have proposed a number of technical improvements and a revised timeline for the next motions process.	Some of the technical improvements will be included in the template for the submission of motions to be approved by the IUCN Council. Others will be incorporated in the Guidance notes for electronic voting, the electronic voting system itself or the practical arrangements to be made onsite of the Congress venue, under development by the Secretariat. Still others will be taken up in the Procedure and code of conduct for contact groups to be approved by the Congress Steering Committee or the Members' Assembly. Many of the suggested technical improvements relate to the time assigned to the various steps in the motions process. These have been incorporated in the overall timeline for the 2019-20 motions process attached hereafter. The two key changes of the timeline compared to 2016 are as follows: a. More time is provided for the various steps of the motions process; b. The motions process also begins much earlier in order to make the best possible use of the Regional Conservation Forums to advance the development of motions thereby increasing the quality of the motions and their chances of being implemented. The cornerstone of the overall revised timeline is the deadline for the submission of motions referred to in Rule 49. The IUCN Council has set 28 August 2019 at 13:00 UTC/GMT as the deadline for the submission of motions.

Proposed amendments to the Rules of Procedure
aiming to improve the motions process in response to the feedback received following the 2016 Congress,
approved by the IUCN Council in October 2018 for the purpose of submitting them to an online discussion and
electronic vote by IUCN Members

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
1.	Rule 37. If a speaker is irrelevant, the Chair may call the speaker to order. In the event of persistent irrelevance, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. […]	Rule 37. If a speaker is irrelevant or disruptive, the Chair may call the speaker to order. In the event of persistent irrelevance or disruption, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. […]	Rule 37. If a speaker is irrelevant or disruptive, the Chair may call the speaker to order. In the event of persistent irrelevance or disruption, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. […]
2.	Rule 45*bis*. The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: […] (c) A limited number of motions which, in the opinion of the Motions Working Group, […] ii) have been the subject of such debate and divergent proposed amendments that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; and […]	Rule 45*bis*. The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: […] (c) A limited number of motions which, in the opinion of the Motions Working Group, […] ii) have been the subject of such debate and divergent proposed amendments or that are so controversial that it is not possible to produce a consensus text for submission to a decision by electronic	Rule 45*bis*. The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: […] (c) A limited number of motions which, in the opinion of the Motions Working Group, […] ii) have been the subject of such debate and divergent proposed amendments or that are so controversial that it is not possible to produce a consensus text for submission to a decision by electronic

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
		vote prior to Congress; and […]	vote prior to Congress; and […]
3.	Rule 49. Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.	Rule 49. Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.	Rule 49. Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been deferred to the following session of the World Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.
4.	Rule 51*bis*. National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions that might address the underlying issues.	Rule 51*bis*. National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to or instead of submitting a	Rule 51*bis*. National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to or instead of submitting a

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
		motion.	motion.
5.	Rule 52. Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote; and (c) only if the Resolutions Committee determines that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. "Urgent" means that the issue is of such importance that its consideration cannot wait until the next Congress before being presented in a motion.	Rule 52. Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and (c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii and ix [1] and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. "Urgent" means that the issue is of such importance that its requires an immediate response from the Union in the form of a Resolution or	Rule 52. Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and (c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) viii and ix and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.

[1] Rule 54 (b) viii and ix corresponds with paragraphs (b) vi and vii of current Rule 54. The numbering of the paragraphs of Rule 54 (a) and (b) will be adjusted if the proposed insertion of new paragraphs iii and iv in Rule 54 (a) is adopted (presented hereafter in line 7). The reference in the proposed amendment in Rule 52 is therefore dependent on the approval of the proposed amendments to Rule 54.

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
		Recommendation~~consideration cannot wait until the next Congress before being presented in a motion~~.	
6.	Rule 53. Motions meeting the criteria of Rule 52 shall be submitted by the deadline set by the Steering Committee. Motions received after such deadline shall be admitted only with the consent of the President.	Rule 53. Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until the end of the plenary sittings on the first day of the Members' Assembly~~by the deadline set by the Steering Committee~~. Motions received after such deadline shall be admitted only with the consent of the President	Rule 53. Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until the end of the plenary sittings on the first day of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President
7.	Rule 54. Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: (a) related to content: i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy; ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable; iii Propose aspirational goals that are	Rule 54. Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: (a) related to content: i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy; ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable; iii. Contain technically sound and	Rule 54. Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: (a) related to content: i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy; ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable; iii. Contain technically sound and

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
	reasonable; iv. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (b) related to process and format: vi. Be submitted before the deadline established in Rule 49; vii. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rule 49; viii. The proponent specifies a) which of the Members and/or components of IUCN which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, and b) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation; ix. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is	coherent arguments; iv. Be precise in what they aim to achieve; iiiv. Propose aspirational goals that are reasonable; ivi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and (b) related to process and format: viii. Be submitted before the deadline established in Rule 49; viix. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49*bis*; viiix. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify	coherent arguments; iv. Be precise in what they aim to achieve; v. Propose aspirational goals that are reasonable; vi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and (b) related to process and format: viii. Be submitted before the deadline established in Rule 49; ix. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49*bis*; x. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions

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Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
	concerned in accordance with Rule 49bis; and x. Use the template to be approved by Council.	solutions that might address the underlying issues and cb) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation; ixi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and xii. Use the template to be approved by Council.	that might address the underlying issues and c) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation; xi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and xii. Use the template to be approved by Council.
8.	Rule 56 The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.	Rule 56 The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.	Rule 56 The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
		Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.	Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.
9.	Rule 59. Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be	Rule 59. Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be	Rule 59. Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
	transmitted to the Resolutions Committee. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.	transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.	transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.
10.	Rule 62*bis*. […] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of National Committees and members of the Secretariat may take part in the online discussion of motions only in an advisory and support capacity.	Rule 62*bis*. […] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in the online discussion of motions only in an technical advisory and support capacity.	Rule 62*bis*. […] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in the online discussion of motions only in a technical advisory and support capacity.
11.	Rule 62*quinto*. Following the close of the online discussion the Motions Working Group will	Rule 62*quinto*. Following the close of the online discussion the Motions Working Group will	Rule 62*quinto*. Following the close of the online discussion the Motions Working Group will

Amend-ment #	Existing provisions of the IUCN Rules of Procedure	Proposed amendments (with track changes)	New text of the Rules of Procedure as amended (all track changes 'accepted')
	[…] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.	[…] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.	[…] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.
12.	Rule 77*bis*. Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained. The Election Officer shall monitor the accuracy of the electronic election system.	Rule 77*bis*. Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. ~~In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained.~~ The Election Officer shall monitor the accuracy of the electronic election system.	Rule 77*bis*. Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. The Election Officer shall monitor the accuracy of the electronic election system.

Proposed amendments to the IUCN Statutes

part of Council's response to the feedback on the motions process received following the 2016 Congress,
approved for the purpose of consulting the IUCN Members prior to considering their submission to the 2020 Congress for
discussion and vote

Amend-ment #	Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	New text of the IUCN Statutes as amended (all track changes 'accepted')
1.	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks and information systems to support its Members and components; […]	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks ~~and information systems~~ to support its Members and components; (f) *bis* provides scientific information, assessments, analyses, publications and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios; […]	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks to support its Members and components; (f) *bis* provides scientific information, assessments, analyses, publications and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios; […]
2.	[none]	[New] Article 3*bis* of the Statutes In working towards the objectives outlined in Article 3 (f) *bis* of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.	[New] Article 3*bis* of the Statutes In working towards the objectives outlined in Article 3 (f) *bis* of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.
3.	[none]	[New] Article 31*bis* of the Statutes The adoption of motions referred to in	Article 31*bis* of the Statutes The adoption of motions referred to in

Amend-ment #	Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	New text of the IUCN Statutes as amended (all track changes 'accepted')
		Article 48*bis* of the Rules of Procedure shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C combined.	Article 48*bis* of the Rules of Procedure shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C combined.
4.	Article 32 of the Statutes

Abstentions shall not be counted as votes cast. | Article 32 of the Statutes

Abstentions shall not be counted as votes cast. However, if the number of abstentions is one third or more of all votes in either Category A or Category B and C combined, the motion is not adopted. | Article 32 of the Statutes

Abstentions shall not be counted as votes cast. However, if the number of abstentions is one third or more of all votes in either Category A or Category B and C combined, the motion is not adopted. |

Proposed amendments to the Regulations

aiming to improve the motions process, approved by the IUCN Council in first reading in October 2018 for the purpose of consulting IUCN Members as required by Articles 101-102 of the Statutes

Amend-ment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
1.	Regulation 29. At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, facilitate discussion between Members on motions in advance of the World Congress, prepare them for submission to the Resolutions Committee and the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.	Regulation 29. At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress, facilitate discussion between Members on motions in advance of the World Congress, ~~prepare them for submission to the Resolutions Committee and the World Congress,~~ and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.	Regulation 29. At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress, facilitate discussion between Members on motions in advance of the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.

Amend-ment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
2.	Regulation 40*bis* When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.	Regulation 40*bis* When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. ~~Members who choose not to cast a vote electronically shall be declared to have abstained.~~ The Election Officer shall monitor and ensure the accuracy of the electronic voting system.	Regulation 40*bis* When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.

**Proposed amendments to the IUCN Regulations to clarify the process
for the renewal of the membership of the IUCN Commissions**

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
Regulation 72 The terms of appointment of Commission members, shall continue for three months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.	Regulation 72 The terms of appointment of Commission members, shall continue for ~~three~~ six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.	Regulation 72 The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.
Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. Candidates shall be selected through a process of appropriate consultation with the members of the Commission especially the Commission Steering Committee, to provide a wide coverage of subjects and opinions as well as geographical areas. The Council and Members of IUCN may propose candidates to the Commission Chair. Where a nominee is denied membership of a Commission, the nominator may appeal the decision to the Council within the term of the Commission.	Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. ~~Candidates shall be selected through a process of appropriate consultation with the members of the Commission especially the Commission Steering Committee, to provide a wide coverage of subjects and opinions as well as geographical areas. The Council and Members of IUCN may propose candidates to the Commission Chair. Where a nominee is denied membership of a Commission, the nominator may appeal the decision to the Council within the term of the Commission.~~	Regulation 75 The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.

Proposed amendment to Regulation 45*bis*

Approved by the IUCN Council in 2nd reading, 95th Meeting, October 2018

| **Current Regulation 45*bis*:**

Council shall appoint a member of Council as the IUCN Council Global Oceans Focal Person. | **IUCN Council Global Focal Person(s)**

Proposed amendment to Regulation 45*bis*:

Regulation 45*bis*

Council ~~shall~~may appoint ~~a~~ member~~s~~ of Council as ~~the~~ IUCN Council ~~Oceans~~ Global Focal Person~~s~~, for a period up to the end of the term for which s/he has been elected, with the purpose of:
   (a) increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations;
   (b) contributing to raise the profile of IUCN's work with key stakeholders;
   (c) promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and
   (d) bringing her/his perspective and advice to the Council trough the relevant committee of the Council, including policy, governance, and resourcing implications. |

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
Africa	1	Alliance des Défenseurs des Droits Humains et de l'Environnement au Tchad (Chadian Alliance of Defenders of Human and Environment Rights)	ADHET	Chad	https://www.facebook.com/nandjede/	NG
	2	Conservation des Espèces Marines (Marine Species Conservation)	CEM	Côte d'Ivoire	http://www.ong-cem.org	NG
	3	Forêts pour le Développement intégral (Forest for Integral Development)	FODI	Democratic Republic of the Congo	http://www.fodi-rdc.org	NG
	4	Herp Conservation Ghana	Herp- Ghana	Ghana	http://www.herpghana.org	NG
	5	Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority)	AAAC	Guinea Bissau		GA
	6	Giraffe Conservation Foundation	GCF	Namibia	http://www.giraffeconservation.org	NG
	7	Busitema University Faculty of Science and Education Nagongera Campus	BUFSE	Uganda	http://www.busitema.ac.ug	NG
Meso and South America	8	Reserva Ecologica de Guapiaçu (Guapiaçu Ecological Reserve)	REGUA	Brazil	http://www.regua.org	NG
	9	Sociedade para a Conservação das Aves do Brasil - SAVE Brasil (Society for the Conservation of Birds in Brazil)	SAVE - Brasil	Brazil	http://www.savebrasil.org.br	NG
	10	Fundación Ecohabitats (Ecohabitats Fundation)	Ecohabitats	Colombia	http://www.fundacionecohabitats.org	NG
	11	Fundación Neotrópica (Neotropica Foundation)	FN	Costa Rica	http://www.neotropica.org	NG
	12	Fundación EcoMinga (EcoMinga Foundation)		Ecuador	http://www.ecomingafoundation.wordpress.com	NG
	13	Fundación Chito y Nena Kafie		Honduras	http://fundacionchitoynenakafie.org	NG
	14	Red de Manejo del Bosque Latifoliado de Honduras (Broadleaf Forest Management Network of Honduras)	REMBLAH	Honduras	http://www.remblah.com	NG
	15	ALTERNARE A.C.		Mexico	http://www.alternare.org	NG
South and East Asia	16	The NGO Forum on Cambodia	NGO Forum	Cambodia	http://www.ngoforum.org.kh	NG
	17	Green Hunan	GH	China	http://www.greenhunan.org.cn	NG
	18	Guangdong Forest Parks Association	GFPA	China	https://park.gdf.gov.cn/index.php?option=com_sectionex&view=category&id=13&Itemid=33	NG
	19	Yunnan Green Environment Development Foundation	YGF	China	http://www.ygf.yn.cn/	NG

Members admitted by the 95th Council in October 2018

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
South and East Asia	20	Watawaranka Lagi Yuwa Sanjal (Youth Alliance for Environment)	YAE	Nepal	http://yae.org.np/	NG
	21	Azad Jammu & Kashmir Environmental Protection Agency	AJK-EPA	Pakistan	http://www.epaajk.gok.pk	GA
	22	Saibaan Development Organization	SDO	Pakistan	http://www.saibaan.org.pk	NG
Oceania	23	NSW Biodiversity Conservation Trust	BCT	Australia	http://bct.nsw.gov.au	AF
West Europe	24	Agence Française pour la Biodiversité (French Agency for Biodiversity)	AFB	France	http://www.afbiodiversite.fr	AF
	25	Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research)	ABNCR	France	http://www.beauvalnature.com/	NG
	26	Association Française des Entreprises pour l'Environnement (French association of companies for the environment)	EPE	France	http://www.epe-asso.org	NG
	27	Fondation d'entreprise Biotope (Biotope Corporate Foundation for Biodiversity)		France	http://biotope.fr/fondation-biotope-pour-la-biodiversite/	NG
	28	Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens)	VdZ	Germany	http://www.vdz-zoos.org	NG

NG *National Non Governmental Organisations*   GA *Government agencies*

AF *Affiliates*

Eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund

COUNCIL DECISION C/95/18

The IUCN Council,
On the recommendation of its Governance and Constituency Committee,
<u>Endorses</u> the eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund. (**Annex 17**)

Eligibility for Support

The Membership Fund is to be used exclusively for supporting RCF to be held between May and end of August 2019. No other activities are eligible for resources from the Membership Fund. The exact allocation per Regional Office and other eligible offices will be communicated to the Regional Director/Head of the relevant Office/Unit by the Global Director, Union Development Group, on an individual basis.

The allocation will depend primarily on a combination of:

- The number of Members in good standing[1] associated to the specific Regional /eligible IUCN office minus the number of Members that did not comply with requirements of the 2016 Sponsored Delegates Programme[2].

- The number of Members in good standing from countries with low, middle and high income economies as classified by the World Bank. http://iccmoot.com/wp-content/uploads/2017/07/World-Bank-List-of-Economies.pdf
  A value of 1 is assigned for Members in good standing from low and mid-income and 0.5 for high-income.

In summary, the following formula will be used to distribute the Membership Fund to the different offices:

$$\frac{(a*1) + (b*0.5) - c}{d - (e*0.5) - f}$$

Where:

a: Number of Members in the region from low and middle income economies that are current in the payment of their dues (up to and including 2017)

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[1] Cut-off date is 30 November 2018
[2] Members that did not comply in 2016 will not be eligible to receive funds to attend the RCFs, as agreed by CPC at 84th Council. The requirements were: 1.) to participate in the e-vote on Motions prior to Congress, 2.) to vote in at least 75% of the decisions at the 2016 Congress and 3.) to submit a post-Congress report. For the purpose of the current allocation, non-participation in the e-vote will not be taken into account and compliance with one of the two remaining criteria would be enough.

b: Number of Members in the region from high income economies that are current in the payment of their dues (up to and including 2017)

c: Number of Sponsored delegates in the region that did not comply with one of the two following requirements: voting in at least 75% of the decisions at the 2016 Congress or submitting a post-Congress report.

d: Total number of Members worldwide that are current in the payment of their dues (up to and including 2017).

e: Number of Members worldwide from high income economies that are current in the payment of their dues (up to and including 2017).

f: Number of Sponsored delegates worldwide that did not comply with one of the two requirements mentioned in "c" (above).

Formulaire de déclaration de conflit d'intérêts
(Approuvé par le Conseil de l'UICN lors de sa 95ᵉ réunion)

Introduction

Le Code de conduite pour les Conseillers de l'UICN (ci-après le « Code de conduite ») exige que *« Chaque année, tous les membres du Conseil remplissent un formulaire de divulgation et le soumettent au Président du Comité d'éthique. Le Comité d'éthique détermine la présentation de l'information à fournir dans ce formulaire.»*

Le Code de conduite précise, en outre, que *« Si un membre du Conseil omet de divulguer des intérêts éventuellement pertinents dans le formulaire de divulgation, le Comité d'éthique examine la question et, si nécessaire, fait un rapport au Conseil assorti de recommandations.»*

Tous les membres du Conseil sont priés de bien vouloir renvoyer le présent formulaire, par voie électronique ou sur papier, adressé au Président du Comité d'éthique du Conseil de l'UICN (à l'attention du Secrétaire du Conseil), avant le [date] ou avant la fin de la réunion du Conseil au cours de laquelle le formulaire a été distribué.

Les formulaires de divulgation retournés par les membres du Conseil seront enregistrés par le Secrétaire du Conseil et publiés dans une section privée du Portail de l'Union accessible uniquement aux membres du Conseil de l'UICN.

Pour toute question, veuillez contacter le Président du Comité d'éthique, [nom et détails de contact].

Définition des conflits d'intérêts selon le Code de conduite pour les Conseillers

Dans le Code de conduite, on en entend par « conflit d'intérêt » *« une situation dans laquelle un membre du Conseil occupe un poste ou assume un rôle ou entretient une relation avec un tiers, dans un contexte autre que celui de son rôle et de ses responsabilités de membre auprès de l'UICN, qui entrave ou réduit, ou qui semble entraver ou réduire, la capacité de ce membre d'agir dans le meilleur intérêt de l'UICN. »*

Le Code de conduite précise, en outre, que : *« Les membres du Conseil doivent organiser leurs affaires privées et autres affaires professionnelles de manière à empêcher des conflits d'intérêt réels, perçus ou potentiels. Chaque fois qu'un membre du Conseil se trouve dans une situation de conflit d'intérêt telle qu'elle est définie ici, ce membre du Conseil a le devoir absolu d'en faire part au Comité d'éthique. [...] Au cas où un tel conflit se produirait, les membres du Conseil concernés doivent rapidement en informer le Comité d'éthique du Conseil (et, si nécessaire, le Président de la réunion où le conflit s'est produit) et ne pas participer aux décisions concernant cette question. Si le conflit est apparent ou potentiel plutôt que réel, les membres du Conseil doivent demander l'avis du Comité d'éthique du Conseil pour savoir s'ils doivent se récuser, dans une situation créant un conflit apparent ou potentiel. »*

Définitions

Le Code de conduite définit :

« Proches Parents » comme : votre conjoint, votre partenaire domestique, vos frères et sœurs, vos parents et grands-parents, vos enfants, vos petits-enfants et ceux de votre conjoint ou partenaire domestique.

« Autres parties liées » comme :
- Tout partenariat, société à responsabilité limitée ou société professionnelle dans laquelle un membre du Conseil ou ses proches parents sont associés, membres ou actionnaires, respectivement, avec une participation directe ou indirecte supérieure à 5% ;

- Toute entité (gouvernementale, non-gouvernementale ou corporative) dans laquelle un membre du Conseil agit à titre de dirigeant, d'administrateur/membre du Conseil d'administration, de fiduciaire ou d'employé clé ;
- Toute entité dans laquelle un membre du Conseil et/ou un ou plusieurs de ses proches parents détiennent plus de 35% des droits de vote combinés, bénéfices en capital, autres droits de propriété ou intérêts réels, directement ou indirectement, individuellement ou collectivement.

« Transaction commerciale » : Les transactions commerciales incluent, sans toutefois s'y limiter, les contrats de vente, les contrats de location, les prêts et les arrangements pour prestation de services (y compris les services de consultants).

Déclaration

Veuillez fournir les renseignements demandés ci-dessous pour l'année civile se terminant en 2018.

Si vous n'avez rien à divulguer, veuillez écrire « n/a ». Joindre des pages supplémentaires, au besoin, afin de fournir une réponse complète.

Retournez le présent formulaire, par voie électronique ou sur papier, au Président du Comité d'éthique du Conseil de l'UICN, à l'attention du Secrétaire du Conseil, avant le [date]. Les copies papier devront être retournées au Secrétaire du Conseil avant la fin de la réunion du Conseil au cours de laquelle le formulaire a été distribué.

A. Identifiez toute transaction commerciale impliquant l'UICN ou l'une de ses composantes dans laquelle vous ou un de vos proches parents ou autre partie liée avez participé[1] :

_____

_____

B. Identifiez tout autre rôle que vous exercez ou assumez, ou toute autre relation avec une tierce partie, dans un contexte autre que votre rôle et responsabilités vis-à-vis de l'UICN, qui entrave ou réduit, ou qui semble entraver ou réduire, votre capacité d'agir dans le meilleur intérêt de l'UICN:

_____

_____

J'affirme, par la présente, qu'à ma connaissance, cette déclaration annuelle est exacte et complète. Je reconnais également, par la présente, mon obligation de notifier promptement le Comité d'éthique du Conseil de l'UICN si, à tout moment, un changement survient en relation à l'un des faits énoncés ci-dessus.

Nom:
Date:

Signature:

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[1] Les « composantes » au sens de l'article 15 des Statuts de l'UICN comprennent : le Congrès mondial de la nature, le Conseil, les Comités nationaux et régionaux et les Forums régionaux de Membres, les Commissions et le Secrétariat (y compris ses bureaux régionaux, nationaux et détachés).

Amendements au Code de conduite pour les Conseillers de l'UICN

(Approuvé par le Conseil de l'UICN lors de sa 95e réunion, octobre 2018)

1. Dans la Ière Partie – **Définitions**, ajouter les clauses suivantes:

On entend par « Proches Parents » : le/la conjoint(e), le partenaire domestique, les frères et sœurs, les parents et grands-parents, les enfants, les petits-enfants et ceux du/de la conjoint(e) ou partenaire domestique.

On entend par « Autres parties liées » :
- Tout partenariat, société à responsabilité limitée ou société professionnelle dans laquelle un membre du Conseil ou ses proches parents sont associés, membres ou actionnaires, respectivement, avec une participation directe ou indirecte supérieure à 5% ;
- Toute entité (gouvernementale, non-gouvernementale ou corporative) dans laquelle un membre du Conseil agit à titre de dirigeant, d'administrateur/membre du Conseil d'administration, de fiduciaire ou d'employé clé ;
- Toute entité dans laquelle un membre du Conseil et/ou un ou plusieurs de ses proches parents détiennent plus de 35% des droits de vote combinés, bénéfices en capital, autres droits de propriété ou intérêts réels, directement ou indirectement, individuellement ou collectivement.

On entend par « Transaction commerciale » : les transactions commerciales incluent, sans toutefois s'y limiter, les contrats de vente, les contrats de location, les prêts et les arrangements pour prestation de services (y compris les services de consultants).

2. Dans la IVe PARTIE – **Conduite des membres du Conseil**, paragraphe *a. Divulgation des intérêts*:

- Modifier le paragraphe comme suite:

   Chaque année, tous les membres du Conseil remplissent un formulaire de divulgation et le soumettent au Président du Comité d'éthique. Le Comité d'éthique détermine la présentation de l'information à fournir dans ce formulaire. Le formulaire de *Déclaration de conflit d'intérêts* approuvé par le Comité d'éthique du Conseil est joint ci-après comme Annexe 2 et fait partie intégrante du présent Code de conduite. Les formulaires de divulgation et les données contenues sont compilés par le Comité d'éthique ou toute autre personne à laquelle le Comité délègue cette responsabilité. Si un membre du Conseil omet de divulguer des intérêts éventuellement pertinents dans le formulaire de divulgation, le Comité d'éthique examine la question et, si nécessaire, fait un rapport au Conseil assorti de recommandations.

3. Dans la IVe PARTIE – **Conduite des membres du Conseil**, paragraphe *b. Conflit d'intérêt*:

- Modifier le paragraphe suivant de la manière suivante:

   Les membres du Conseil ont le devoir d'éviter toute situation de conflit d'intérêt où ils pourraient être impliqués, à titre individuel ou directement, de même que leurs proches parents ou autres parties liées. Au cas où un tel conflit se produirait, les membres du Conseil concernés doivent rapidement en informer le Comité d'éthique du Conseil (et, si nécessaire, le Président de la réunion où le conflit s'est produit) et ne pas participer aux décisions concernant cette question. Si le conflit est apparent ou potentiel plutôt que réel, les membres du Conseil doivent demander l'avis du Comité d'éthique du Conseil pour savoir s'ils doivent se récuser, dans une situation créant un conflit apparent ou potentiel.