DÉCISIONS[1]

Déc. #	Décision du Conseil
Ordre du jour (point 1 de l'ordre du jour)	
C97/1	Le Conseil de l'UICN, Adopte l'ordre du jour de sa 97e réunion (version 3.0 du 15 octobre 2019). (**Annexe 1**)
Plan de travail et Budget de l'UICN 2020 (point 7 de l'ordre du jour)	
C97/2	Le Conseil de l'UICN, *Sur recommandation du* Comité du Programme et des politiques, Approuve le Plan de travail de l'UICN 2020, y compris les Plans de travail des Commissions (**Annexe 2**) *Sur recommandation* du Comité des finances et audit, Approuve le Budget de l'UICN 2020, sous réserve d'une augmentation de 350 000 CHF au titre des dépenses relatives au Congrès 2020 de la Commission mondiale du droit de l'environnement (CMDE), à financer à partir des réserves. (cf. Annexe 2)
Évaluation externe de la gouvernance de l'UICN (point 4.5 de l'ordre du jour**)**	
C97/3	Le Conseil de l'UICN, *Conscient* de la décision C/97/6 du Conseil et de la décision B/XV du Bureau instituant le Groupe de travail du Conseil chargé de préparer la réponse de gestion à l'évaluation externe de la gouvernance de l'UICN, Se félicite du projet de réponse de gestion élaboré par le Groupe de travail du Conseil et examiné par le Comité institutionnel et de gouvernance, Invite les membres du Conseil à transmettre leurs commentaires au Groupe de travail du Conseil au plus tard le 8 novembre 2019, Demande au Groupe de travail du Conseil de soumettre un projet final au Bureau du Conseil de l'UICN, à temps pour que celui-ci fasse une recommandation au Conseil pour approbation avant la fin de 2019.
Questions soumises par le Comité d'organisation du Congrès (COC) (point 6 de l'ordre du jour)	
C97/4	Le Conseil de l'UICN, *Sur recommandation du* Comité d'organisation du Congrès, Demande au Bureau du Conseil de l'UICN d'examiner et d'approuver toute proposition urgente que le COC pourrait présenter entre les 97e et 98e sessions du Conseil, sous réserve de validation par le Conseil conformément à l'Article 58 du Règlement.

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

C97/5	Le Conseil de l'UICN, *Sur recommandation du* Comité d'organisation du Congrès 2020, <u>Approuve</u> le processus d'identification des membres des Comités du Congrès 2020 (**Annexe 3**).

<table>
<tr><td colspan="2">Questions soumises par le Comité institutionnel et de gouvernance (CIG) (point 7.2 de l'ordre du jour)</td></tr>
</table>

<table>
<tr><td colspan="2">Amendements au Règlement</td></tr>
</table>

C97/6	Le Conseil de l'UICN,
	Sur recommandation du Comité institutionnel et de gouvernance, conformément aux Articles 101-102 des Statuts,
	1. <u>Adopte</u> en première lecture les amendements proposés aux Articles 14 et 15 du Règlement visant à clarifier le processus d'admission des Membres :
	
	    14. Le Directeur général adresse les demandes d'admission, ainsi que toute information utile sur le candidat, à tous les Membres de l'UICN ~~ayant droit de vote~~.
	
	    15. Lorsqu'un Membre ~~ayant droit de vote~~ exerce son droit de faire objection à une demande d'admission, cette objection doit parvenir au Directeur général dans les quatre semaines qui suivent le moment où l'information a été transmise comme indiqué au paragraphe 14.
	
	2. <u>Décide</u> d'inscrire les amendements proposés à l'ordre du jour de la prochaine réunion du Conseil de l'UICN (février 2020) pour adoption en deuxième lecture, modifiés le cas échéant suite à la consultation des Membres de l'UICN requise par les Articles 101-102 des Statuts.

<table>
<tr><td colspan="2">Stratégie des Membres</td></tr>
</table>

C97/7	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance (CIG), *Tenant compte* des multiples consultations avec les Membres de l'UICN et des commentaires reçus des Membres de l'UICN à l'occasion des Forums régionaux de la conservation et en ligne, *Soucieux* d'approuver la Stratégie des Membres au plus tôt, afin que sa mise en œuvre puisse commencer sans délai, <u>Demande</u> au Bureau d'approuver la Stratégie des Membres sous réserve d'intégration par le CIG de toute autre observation reçue des membres du Conseil avant la fin de la troisième semaine de novembre et des Membres de l'UICN lors du Forum régional de la conservation (FRC) pour l'Asie qui se tiendra à Islamabad du 6 au 8 novembre 2019, le plus tôt possible après le FRC.

<table>
<tr><td colspan="2">Procédure pour pourvoir les vacances de postes au sein du Conseil</td></tr>
</table>

C97/8	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, 1. <u>Approuve</u> la procédure pour pourvoir les vacances aux postes de Trésorier, de Président de Commission et de Conseiller régional conformément à l'article 47 du Règlement, tel que révisé (**Annexe 4**),

	2. <u>Décide</u> de l'intégrer au Manuel du Conseil, en remplaçant les paragraphes 19 à 21 de celui-ci ainsi que toute décision antérieure du Conseil ou de son Bureau concernant la procédure pour pourvoir les vacances aux postes de Trésorier, de Président de Commission et de Conseiller régional.
Demandes d'admission	
C97/9	Le Conseil de l'UICN, *Sur recommandation du* Comité institutionnel et de gouvernance, <u>Approuve</u> l'admission de 45 organisations et/ou institutions en qualité de Membres (**Annexe 5**) <u>Renvoie</u> l'examen de 11 organisations à sa prochaine conférence téléphonique ou réunion en personne. (cf. Annexe 5)
Reconnaissance des Comités nationaux	
C97/10	Le Conseil de l'UICN, *Sur recommandation* du Comité institutionnel et de gouvernance, <u>Reconnaît</u> le Comité national chilien de l'UICN et le Comité national cambodgien de l'UICN, <u>Recommande</u> à ces comités de collaborer avec le Bureau de la Conseillère juridique afin d'améliorer le texte de leurs règlements respectifs sur des points précis à des fins de clarification.
Mandat du Comité des candidatures du Conseil	
C97/11	Le Conseil de l'UICN, *sur recommandation* du Comité institutionnel et de gouvernance et en application de la décision C/95/2 du Conseil, 1. <u>Approuve</u> le mandat du Comité des candidatures du Conseil (**Annexe 6**) ainsi que le processus de nomination de ses membres, 2. <u>Invite</u> les membres du Conseil à faire part de leur intérêt à devenir membre du Comité des candidatures au Président avant le 29 octobre 2019, 3. <u>Demande</u> aux Vice-présidents, agissant en qualité de Comité des candidatures en vertu de l'article 48(c) du Règlement, de faire une recommandation au Bureau quant à la nomination des membres du Comité des candidatures, en tenant compte de l'intérêt manifesté par les membres du Conseil, de l'équilibre hommes-femmes, de l'équilibre régional, et de l'équilibre entre les Vice-présidents/membres du conseil accomplissant leur premier ou deuxième mandat, 4. <u>Prend note</u> du fait que le CIG préparera, en temps voulu pour que le Bureau les approuve avant la fin de 2019, les mandats du : • Comité des finances et audit du Congrès 2020, • Comité de gouvernance du Congrès 2020, • Comité de Programme du Congrès 2020, • Comité des résolutions du Congrès 2020, • Conseiller en procédures du Congrès 2020.
Rapports des Comités permanents du Conseil de l'UICN et du Comité préparatoire du Congrès (points 6 et 7 de l'ordre du jour)	

C97/12	Le Conseil de l'UICN, *Sur recommandation* des comités permanents du Conseil et du Comité d'organisation du Congrès, approuve les rapports écrits des comités permanents du Conseil de l'UICN et du Comité d'organisation du Congrès[2], révisés le cas échéant lors de la réunion du Conseil : 1. Comité du Programme et des politiques (**Annexe 7**); 2. Comité des finances et audit (**Annexe 8**); 3. Comité institutionnel et de gouvernance (**Annexe 9**); et 4. Comité d'organisation du Congrès (**Annexe 10**).

23.10.2019

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[2] Les décisions du Conseil présentées dans les rapports écrits des comités permanents approuvés par le Conseil sont présentées séparément dans le présent document.

97e réunion du Conseil de l'UICN
Siège, Gland (Suisse), 19-22 octobre 2019

Ordre du jour v 3.0

(Approuvé par le Conseil de l'UICN lors de sa 97e réunion, 19-22 octobre 2019)

Lundi 21 octobre 2019 – Séances plénières

Point de l'agenda
Point 1 de l'ordre du jour : **Remarques d'ouverture du Président et approbation de l'ordre du jour**
Point 2 de l'ordre du jour : **Questions soulevées par le Bureau** *(sauf si inclues dans un autre point pertinent du présent ordre du jour)*
Point 3 de l'ordre du jour : **Rapport de la Directrice générale par intérim**
Point 4 de l'ordre du jour : **Discussion stratégique**
4.1 Plan stratégique visant à assurer la viabilité financière à long terme de l'UICN *Présentation du concept d'un plan stratégique pour assurer la viabilité financière à long terme de l'UICN, préparé par le Groupe de projet sur la planification financière post-2020 établi par le Comité des finances et audit, suivi d'une discussion*
Déjeuner de travail pour les membres du Conseil sur les conflits d'intérêt
4.2 Projet de Programme de l'UICN 2021-2024 *Présentation, par le Comité du Programme et des politiques (CPP), des commentaires reçus en ligne et lors des Forums régionaux de la conservation concernant le projet de Programme publié le 7 mai 2019, et recommandations du CPP concernant la poursuite de l'élaboration du projet de Programme de l'UICN 2021-2024 pour approbation par le Conseil en février 2020, en vue de le soumettre au Congrès 2020*
4.3 Du Congrès 2020 de l'UICN à la CDP 15 de la CDB : optimiser les possibilités d'influencer le Cadre post-2020 pour la biodiversité
4.4 Mise à jour du Bureau et du Comité de recherche d'un DG sur le recrutement d'un nouveau Directeur général de l'UICN
4.5 Réponse de gestion à l'Évaluation externe de la gouvernance de l'UICN *Présentation des propositions préparées par le Groupe de travail du Conseil chargé de la réponse de gestion à l'Évaluation externe de la gouvernance de l'UICN. La discussion correspondante aura lieu le 22 octobre 2019*
Point 5 de l'ordre du jour : **Session annuelle du Conseil sur les performances des Commissions (Partie 2)**
5.1 Présentation des rapports de la CSS, de la CMDE et de la CMAP par les Présidents de Commission respectifs *Présentation des trois rapports restants pour 2019 (20' par présentation), suite aux présentations de la CGE, de la CPEES et de la CEC en mars 2019* **5.2 Discussion sur les performances des Commissions**
Dîner du Conseil *[Cafétéria]*

Mardi 22 octobre 2019 - Séances plénières

Point de l'agenda
Point 4 de l'ordre du jour :   **Discussion stratégique** (suite)   **4.5 Réponse de gestion à l'Évaluation externe de la gouvernance de l'UICN**   *Discussion et décision sur les propositions préparées par le Groupe de travail du Conseil chargé de la réponse de gestion*
Point 6 de l'ordre du jour :   **Rapport du Comité d'organisation du Congrès (COC)**
Point 7 de l'ordre du jour :   **Rapports des comités permanents du Conseil**   *Les ordres du jour des comités figurent à l'Annexe 1.*   **7.1 Rapport du Comité des finances et audit (CFA)**
Déjeuner
Point 7 de l'ordre du jour :   **Rapports des comités permanents du Conseil** (suite)   **7.2 Rapport du Comité institutionnel et de gouvernance (CIG)**
7.3 Rapport du Comité du Programme et des politiques (CPP)
Point 4 de l'ordre du jour :   **Discussion stratégique** (suite)   **4.6 État des lieux des « Priorités stratégiques du Conseil pour la période 2017-2020 »** (article 44*bis* du Règlement; décision C/95/6 Annexe 7)   *À la fin de sa réunion, le Conseil fait un état des lieux des priorités stratégiques du Conseil à la lumière des résultats de la réunion et prend toutes les mesures nécessaires pour en assurer la réalisation d'ici le Congrès 2020.*
Point 8 de l'ordre du jour :   **Autres questions**

Samedi 19 octobre et dimanche 20 octobre 2019

Point de l'ordre du jour/Contenu
Réunions des comités permanents du Conseil de l'UICN *Les ordres du jour des comités font partie intégrante de l'ordre du jour du Conseil. Les comités suspendront leurs réunions l'après-midi du samedi 19 octobre 2019 pour permettre aux groupes d'étude de se réunir physiquement et de préparer leur rapport pour présentation au Comité permanent compétent le 20 octobre 2019.* *Tous les membres du Conseil sont invités au déjeuner de travail sur « L'approche R, le Programme de l'UICN et la biodiversité après 2020 », le dimanche 20 octobre 2019 de 12h30 à 14h00 à la cafétéria.*

Comité du Programme et des politiques (CPP) (50e réunion)

1. **Projet de Plan de travail de l'UICN 2020, y compris les Plans de travail des Commissions pour 2020, à soumettre au Conseil pour approbation**

2. **Questions spécifiques relatives au Programme et aux politiques**

2.1 **Rapport d'avancement du Groupe d'étude sur le Cadre mondial post-2020 pour la biodiversité** *(réunion du 19 octobre, de 19:00 à 21:00)*

2.2 **Rapport de la Personne focale mondiale pour les océans du Conseil**

2.3 **Mandat et création d'un Groupe d'étude sur les droits de l'homme et l'environnement** *– suivi de la 47e réunion du CPP, mars 2019*

2.4 **Position/action de l'UICN concernant les incendies dans les forêts tropicales dans le monde, en particulier dans le contexte de la déforestation et de la dégradation des forêts en Amérique du Sud**

3. **Projet de Programme de l'UICN 2021-2024**
   - *Synthèse provisoire des commentaires et réactions reçus à propos du [projet de Programme de l'UICN 2021-2024 publiée le 7 mai 2019](#) aux fins de [consultation en ligne](#) et pendant les FRC (date limite pour les commentaires : 30 septembre 2019).*
   - *Rapport d'avancement sur l'élaboration du projet de Programme de l'UICN 2021-2024 pour approbation par le Conseil en février 2020 en vue de sa présentation au Congrès 2020.*

4. **Point sur l'élaboration du Portail des Projets** *(demandé par le CPP47 en mars 2019)*

5. **Mise à jour annuelle sur les évaluations**

6. **Suivi des missions** *(résolutions du Congrès 2016 appelant une action du Conseil)*

6.1 **Point sur l'élaboration de la Classification de l'UICN des impacts environnementaux des espèces exotiques (EICAT) (**W[CC-2016-Res-018)](#) *Reportée du CPP47, mars 2019*

6.2 **Point sur l'élaboration d'une déclaration politique sur l'importance de la conservation des forêts primaires** ([WCC-2016-Res-045](#)) *Suivi du PPC47, mars 2019*

6.3 **Point sur les progrès réalisés dans la mise en œuvre des résolutions WCC-2016-Res-030 (ICCAs) et** [WCC-2016-Res-075](#) **(cultures autochtones)**

6.4 **Suivi de la résolution** [WCC-2016-Res-069](#) ***Définir les Solutions fondées sur la nature*** en relation avec la motion proposée par le Conseil *« Développement d'une approche standardisée pour mettre en œuvre des Solutions basées sur la nature pour répondre aux défis sociétaux »*

7. **Point sur le processus de motions du Congrès 2020** - *y compris le rôle des membres du Conseil lors de la discussion en ligne des motions, et en particulier des motions présentées par le Conseil*

8. **Rapports des groupes d'étude établis par le CPP :**
8.1 GE Urbain *(réunion le 19 octobre de 17:00 à 19:00)*
8.2 GE Secteur privé *(réunion le 19 octobre de 15:00 à 17:00)*
8.3 GE Changement climatique *(réunion le 19 octobre de 13h00 à 15h00)*

9. **Autres questions annoncées à l'avance**

| 9.1 | Discussion faisant suite à la nouvelle publication de l'avis de 2017 du Groupe de spécialistes de l'éthique de la Commission mondiale du droit de l'environnement (CMDE) de l'UICN et de la déclaration de l'UICN correspondante |

Comité des finances et audit (FAC) (69e réunion)

1. **Mot de bienvenue et approbation de l'ordre du jour**

2. **Étude du procès-verbal de la réunion précédente et état d'avancement des points de suivi et des décisions prises**

3. **Rapport de la Responsable de la supervision**

4. **Rapport de la Conseillère juridique**

5. **Point sur les projets de systèmes d'information**

6. **Mise en œuvre des Règles de gestion financière des Commissions**

7. **Congrès 2020**

8. **Résultats financiers à fin septembre 2019 et prévisions pour 2019**

9. **Point sur la mobilisation des ressources**

10. **Point sur les investissements et le rendement du portefeuille**

11. **Examen du projet de Budget de l'UICN pour 2020 en vue de sa présentation au Conseil pour approbation**

12. **Mise à jour sur la gestion des risques**

13. **Planification financière pour l'après 2020 (y compris rapport du Groupe d'étude)**

14. **Plan financier 2021-2024**

15. **Objectif de réserves**

16. **Rapport du Groupe d'étude mixte FAC/CIG sur les cotisations des Membres**

17. **Nomination des auditeurs pour 2021-2024**

18. **Fonds reportés du 1er Congrès mondial du droit de l'environnement de l'UICN**

19. **Autres questions**

Comité institutionnel et de gouvernance (CIG) (22e réunion)

1 **Questions relatives à la gouvernance**

1.1 **Améliorer la gouvernance de l'UICN, y compris les amendements proposés aux Statuts, aux Règles de procédure et au Règlement :**

1.1.1 *Examen des commentaires des Membres de l'UICN reçus au cours des Forums régionaux de la conservation et en ligne, et révision éventuelle des propositions, concernant :*

1.1.1.1 Inclusion des gouvernements infranationaux en tant que Membres de l'UICN
1.1.1.2 Procédures électorales et inclusion des territoires dépendants
1.1.1.3 Création d'un poste élu de conseiller autochtone
1.1.1.4 Modification du terme « Conseiller régional »
1.1.1.5 Améliorations du processus de motions
1.1.1.6 Rôle des Commissions dans les Comités nationaux et régionaux

1.1.2 *Propositions sur d'autres sujets d'ici octobre 2019 :*

1.1.2.1 Approche globale des questions de genre au sein de l'UICN
1.1.2.2 Création / règles de fonctionnement / supervision des Comités nationaux, régionaux et interrégionaux (CIR), y compris discussion de la portée et de l'objet des CIR
1.1.2.3 Clarification des procédures d'admission et des droits des Membres
1.1.2.4 Processus harmonisé pour pourvoir les vacances aux postes de Trésorier, de Président des Commissions et de Conseiller régional.

1.1.3 *Examen du tableau actualisé « Domaines d'amélioration de la gouvernance de l'UICN » et identification de toute réforme de la gouvernance oubliée ou absente de la liste*

1.2 **Réponse de gestion à l'Évaluation externe de la gouvernance de l'UICN**
1.2.1 *Examen des propositions du Groupe de travail du Conseil créé par le Bureau (décision*

B/XV, 28 juin 2019, p. 8), conformément à la décision C/96/6 du Conseil.

1.2.2   *Examen, et amendements éventuels aux Statuts et Règlement concernant le rôle du Président, du Trésorier et des présidents des comités permanents*

1.3 Révision des Engagements de performance des Conseillers de l'UICN (Annexe 5 du Manuel du Conseil) *afin d'y inclure un engagement exprès de se conformer à la Politique de l'UICN sur la protection des données (décision du Conseil c/96/26)*

2   Questions institutionnelles

2.1   Commentaires des Membres sur la Stratégie des Membres - présentation de la version 4.0

2.2   Point sur les Membres de l'UICN

2.3   Demandes d'admission

2.4   Changements de nom ou de catégorie de certains Membres

2.5   Comités nationaux, régionaux et interrégionaux
Y compris la reconnaissance des comités nouvellement créés et la révision des règlements des comités existants, le cas échéant

2.6   Cotisations dues
2.6.1   Rapport du groupe d'étude conjoint CIG/FAC sur les cotisations des Membres
2.6.2   Point sur les Membres dont les droits ont été suspendus par vote électronique des Membres de l'UICN en 2018, ainsi que sur les Membres dont les droits doivent être suspendus par le Congrès 2020

3   <u>Congrès mondial de la nature</u>

3.1 Examen des propositions du jury établi par le CIG lors de sa 20e réunion (mars 2019) en vue de la proposition de candidat(s) pour la médaille John C. Phillips et de membres honoraires de l'UICN

3.2 Mandat des Comités de gouvernance, du Programme, des résolutions, et des finances et audit du Congrès 2020, ainsi que du Conseiller en procédures du Congrès 2020

4   <u>Autres questions</u>

IUCN 2020 Work Plan and Budget

COUNCIL DECISION C97/2

The IUCN Council,
On the recommendation of the Programme and Policy Committee,
<u>Approves</u> the IUCN 2020 Work Plan including the Commissions' Work Plans, (**Annex 2**)
On the recommendation of the Finance and Audit Committee,
<u>Approves</u> the IUCN 2020 Budget, subject to the addition CHF 350,000 in expenditure in respect of the 2020 World Commission on Environmental Law (WCEL) Congress to be funded from reserves. (cf. Annex 2)

Hereafter follows the IUCN 2020 Work Plan and Budget as approved by the IUCN Council (i.e. with the addition in the IUCN 2020 Budget requested by Council decision C97/2).

Contents

EXECUTIVE SUMMARY

The 2020 Work Plan and Budget is the overarching strategic planning document for the fourth and final 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 2019 plan and what will be delivered in 2020, based on the target 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 2020.

Part I. The IUCN Work Plan for 2020

In 2020, IUCN will experience a significant increase in the portfolio value of projects in implementation (C list) breaching the ceiling of CHF400 million. With more than 50% of projects having a duration beyond 3 ½ years, this provides a strong foundation for completing the current quadrennial Programme and also to deliver an ambitious Programme 2021-2024. The previous work plan 2019 forecasted a strong pipeline of projects under development (B list) which have materialized to populate an expanded C list of projects for 2020 with an increasing average value. As a consequence, the B list for 2020 returns to 2017 levels with the main difference being the large share (49%) of portfolio value by the Implementing Agency role and a marked decrease in the share and value of thematic initiatives under development. The Green Climate Fund enters the budget for the first time directly among the top 9 donors, which represent nearly 60% of the project portfolio budget. The main programmatic challenge for 2020 will be to deliver on this large portfolio while supporting a healthy pipeline of future initiatives.

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 37% (down from 46%) and 13% (up from 12%) of all budget allocations respectively. We see a significant increase in the contributions to SDG 14 Life Under Water and SDG 16 on Peace and Justice. 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). Almost 65% of C List projects will engage Members, Commissions or Committees, hereby confirmed the strong uptake of the One Programme approach.

In 2020, IUCN must continue strengthening the organization in preparation for the Programme 2021-2024 while delivering an outstanding World Conservation Congress. The delivery of the draft Programme 2021-2024 is a key priority for the first quarter of 2020. After the Secretariat moved to online project cycle management in 2019, the Portal 3.0 will provide enhanced functionality for results-based portfolio, program and project management. The online project workflow already allows a major reduction in project infrastructure risk by systematically developing and approving the ABC project list and enabling portfolio management at multiple levels. We also expect to adopt IUCN's first Access to Information Policy and implement it through an Open Portal accessible to the greater public. 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, further implementing the Membership Strategy, and cultivating the increased recognition of IUCN brought about by the Congress. Resource management will significantly improve when the time recording system is implemented, and the shift from a Vacancy Management to a Workforce Planning approach is completed.

The IUCN Work Plan 2020 assesses anticipated achievement for 2020 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 2019 and the planned results for 2020. By the end of the quadrennial Programme, overall achievement of the Programme targets would be high with potentially some areas of delay or underperformance for only 3 out of 30 targets. No target would see no progress or no significant progress against 6 targets being flagged midterm in the Annual Report 2018.

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	2018 AR	2020 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.	Orange	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.	Green	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.	Green	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.	Light green	Light green
9	Targeted conservation actions lead to the recovery of species and ecosystems.	Green	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.	Green	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	Green	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.	Green	Green
14	Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed	Green	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	Green	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	Green	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.	Green	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	Green	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	Orange	
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	Green	Green
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	Green	Green
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	Green	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	Green	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	Green	Green
27	Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened	Red	Light green
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

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

Expected status by end 2020: Progress towards target but at an insufficient rate. The Red List of Threatened Species now includes more than 105,700 species assessed. The completion of the Global Typology is a key milestone for conservation. It provides a robust taxonomic framework for ecosystems that is able to accommodate local ecosystem descriptions. Furthermore, 11 countries conducted a national RLE assessment and 3 global assessments are completed or underway. IUCN implemented 70 Green List assessments. Five additional Key Biodiversity Areas were identified in the Mediterranean. Progress against this sub-result accelerated in 2019 but the ambitious 2020 targets on the IUCN Red List (target 1), on the Red List of Ecosystems (target 2) and on Key Biodiversity Areas (target 4) are unlikely to be fully met on time.

In 2020, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Brazil, New Caledonia and the United Arab Emirates.

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

Expected status by end 2020: On track. In 2019, IUCN continued to provide expertise and sense of urgency 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) was tested in 10 countries. IUCN provided advice to CITES in preparation of CoP18, particularly on IWT, livelihoods and the participation of rural communities. IBAT reached 58 subscriptions. IUCN SSC guidance to support sustainable trade in wild snakes was published, and concluded a project to build capacity for implementation of CITES relating to captive-bred specimens through regional workshops for CITES Authorities in Southeast Asia and Latin America.

In 2020, IUCN will reflect urgency for implementing, and contribute to the design of the post-2020 global biodiversity framework and the review of NDCs under the Paris Climate Agreement to ensure proper reflection of ecosystem-based dimensions. The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least other ten countries. IUCN will continue the engagement and contribution to the policy development processes in relation to the motion on NC and undertake required follow up after its adoption at the 2020 WCC. The IBAT will reach 80 subscriptions. IUCN will ensure WH sites with issues related to CITES listed species are factored into joint GSP/WHP proposal to create an SOS WH Initiative.

<u>**SR 1.3**</u> - Key drivers of biodiversity loss are addressed through application of conservation measures

Expected status by end 2020: On track. In 2019, conservation actions for species and ecosystems included SOS (African Wildlife Initiative, Central Asia, Gibbons and Lemurs). The ITHCP and BEST 2.0 launched new call for proposals. BIOPAMA II enhanced the management and governance of at least 10 protected areas.12 new organizations and 25 IUCN members committed to implement programmes under the #NatureForAll initiative.

In 2020, conservation actions for species and ecosystems are to include a regional Protected Areas Coordination Mechanism for West Africa established, BIOPAMA II enhance management in all regions for at least 6 countries, EICAT submitted to the IUCN Council for adoption as a Standard, and the continuous increase of partners and success stories for #NatureforAll.

Programme Area 2. Promoting and supporting effective and equitable governance of natural resources

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

Expected status by end 2020: On track. In 2019, the Natural Resource Governance Framework (NRGF) tools and standards were disseminated and promoted with applications in Nairobi, Mozambique and Kenya IUCN plans compiled lessons learned from the governance assessments performed to assess good governance, and completed the development of the Indigenous Members' strategy. Mesoamerican representatives organized a meeting with South American IPOs at the South American World Parks Congress for discussion, and three active CEPF grants supported community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region.

In 2020, the focus resides in completing the NGRF induction in the different Regions, and scale the usage in Global and regional programmes where NGRF has already been implemented. The NGRF publication launch event will take place during the World Congress 2020. Additional governance assessments will be conducted and geospatial-monitoring data will be systemized and used for decision-making. IUCN will continue to support community-led governance systems in Mesoamerica, Asia and Pacific Island countries.

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 2020: On track. In 2019, IUCN facilitated and increased IPO membership and supported IPOs to implement their strategy. IUCN also supported the development and implementation of climate change Gender Action Plans (ccGAPs) three new countries. IUCN continued with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN also supported the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland and extended its training on international water law in four new basins.

In 2020, IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2020 World Heritage Committee. New updated tools to support implementation of gender policy will be launched, including Framework for Conducting Gender Analysis and GBV Guidelines. IUCN will continue collaboration with partners to publish the authoritative commentary to the "IUCN World Declaration on the Environmental Rule of Law" and policy papers to encourage understanding and application in multiple languages

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

Expected status by end 2020: On track. In 2019, IUCN made good progress in supporting the establishment of transboundary regional agreements. IUCN continued supporting transboundary water governance in Central America, Eastern and Southern Africa and West and Central Africa. IUCN supported 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 supported four more countries in Asia for NBSAP implementation.

In 2020, IUCN will continue the support and efforts for progressively build transboundary hydro-diplomacy, launching the 2030 Selva Maya Integral Strategy, providing extended training and facilitating the dialogue among basin parties. IUCN will continue the ongoing support for capacity building, attending to the 2020 UNCLOS meeting on EIA for high seas and Fair and Equitable Distribution of genetic material. IUCN will continue its engagement in Gender-Environment Statistics Expert Group, developing at least one new dataset with EGI methodology and/or facilitating participatory capacity building process in one country.

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: On track. In 2019, IUCN continued with the development of the Nature Based Solutions standard by publishing a paper on NBS principles, revising a paper on the relationship between NbS and similar concepts; and developing a research proposal for testing the NbS standard in case-studies. Furthermore, IUCN showed good progress in the application of NBS support tools at regional level. IUCN developed guidance material for the use of PiN in the context of the Standard on Access and Restriction. IUCN also developed a white paper with draft indicators on human wellbeing and sustainable livelihoods.

In 2020, IUCN will continue engagement with the Council-led motion on the NBS standard and follow up action as may be required after the 2020 WCC. IUCN will continue to strengthen capacities of relevant stakeholders to implement, finance, monitor and scale up and out FLR to support countries in the implementation of their Bonn Challenge pledges. Finally, PiN will be re-organized and transferred from the Economics Unit to the Forest Program, a better fit given that the focus of PiN on economics is limited.

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

Expected status by end 2019: On track. In 2019, IUCN continued allocating funds for ecosystem stewardship through the CECF and CEPF. IUCN also established FLR national working groups in five additional countries. As part of The Restoration Initiative (TRI), IUCN developed GEF concepts that include Forest Landscape Restoration (FLR) in two regions.

In 2020, IUCN will continue supporting global and regional offices in policy influencing. IUCN will develop gender responsive FLR in three more countries. IUCN will enhance its fundraising efforts to ensure the establishment of FLR national working groups. IUCN plans to develop GEF concepts in at least two more countries. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism.

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

Expected status by end 2019: On track. In 2019**,** IUCN launched the third Bonn Challenge report with data of six countries/landscapes. IUCN documented the development and use of ROAM data in 20 countries. In the Mediterranean, IUCN trained the 13 PAs on ecotourism as revenue generating activity.

By the end of 2020, all 122 countries will complete the LDN target setting, including the 75 financed by IUCN. 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.

Part II. The IUCN Budget for 2020

The budgeted operating result for 2020 is a deficit of CHF 0.8m. CHF 0.4m of this will be funded from designated reserves set aside in previous years to fund Congress costs and systems investments, and CHF 0.4m will be funded from general reserves. .

Total expenditure is budgeted at CHF 150.4m compared to a 2019 forecast of CHF 141.1m and actual expenditure of CHF 125.8m in 2018. The budget of CHF 150.4m compares to a 2017-20 Financial Plan projection of CHF 156m.

The core budget is similar to the forecast for 2019 and also in line with the Financial Plan. Total income, inclusive of cost recovery, is budgeted at CHF 67.4m.

The project budget shows a 10% increase compared to the 2019 forecast at CHF 120.9m, in line with the growth in the project portfolio.

Table 2 below shows the total budget broken down into its two components: the core budget (unrestricted) and the project budget (restricted).

Table 2: Budget summary

CHF m	2018 Actual	2019 Forecast	2020 Budget	2020 Plan
Core budget				
Income	31.4	29.6	28.7	29
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Expenditure	68.6	69.2	68.2	67
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**
Project budget				
Income	**93.4**	**110.4**	**120.9**	**128**
Expenditure	57.5	71.9	82.2	89
Cost recovery	35.9	38.5	38.7	39
Total expenditure	**93.4**	**110.4**	**120.9**	**128**
Operating result	**-**	**-**	**-**	**-**
Total budget				
Income	124.8	140.0	149.6	157
Expenditure	125.8	141.1	150.4	156
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

Note: cost recovery appears as income in the core budget and as expenditure in the project budget. It represents operating costs funded by project funds.

Part III. Risks Inherent in the Work Plan and Budget 2020

The actual realization of work plan and budget for 2020 will face risks. Delays in project implementation and non-payment of membership dues have been identified as tier 2 high risks. 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 2020

The 2020 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 2020, the fourth 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 2019 progress, and highlights key aspects of IUCN delivery in 2020 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets. It also identifies risks at the target level.

In 2019, all projects in the Portal continued to report on progress on the Targets and Indicators of the IUCN Programme. The online Project Appraisal and Approval System has been active since March 2019. We now have greater insights into PAAS behaviours and the uptake of the PGS. IUCN continues to map all projects to SDGs and Aichi Targets. Work towards the Release 2 of the online Project Appraisal and Approval System (PAAS) continued and completion is previewed for Q4 2019. 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 2020 with streamlining and adaptation of the PGS/PAAS processes to adapt innovative reforms that will support how project portfolios may evolve in the future.

2. State of the project portfolio

2.1 General overview

In the 2020 budget, the portfolio value of projects continues its upward trend compared to 2017 for C list projects. Conversely, for B list projects (proposals) the portfolio value decreases while the average and median durations remain higher than 2017. These two opposite trends reflect the ability to convert proposals on the B list in 2019 into an actual contract in 2020.

Table 2: Basic portfolio information for C List projects 2017-2020 (Budget) [1]

	2017	**2018**	**2019**	**2020**
Number of projects	298	262	244	253
Average duration (yrs)	3.39	3.50	3.86	3.84
Median duration (yrs)	3.00	3.00	3.49	3.66
Average project value (m CHF)	0.99	1.40	1.43	1.59
Median project value (m CHF)	0.23	0.39	0.38	0.27
Portfolio value (m CHF)	294	366	348	404

Table 3: Basic portfolio information for B List Projects 2017-2020 (Budget)[2]

	2017	**2018**	**2019**	**2020**
Number of projects	131	143	136	99
Average duration (yrs)	2.45	2.60	3.01	3.00
Median duration (yrs)	2.57	2.53	3.00	3.66

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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.

Average project value (m CHF)	1.53	1.20	2.55	1.86
Median project value (m CHF)	0.24	0.36	0.48	0.27
Portfolio value (m CHF)	200	171	346	184

More than 60% of the total 2020 project budget is now supported by the top 9 donors. The Green Climate Fund will now appear in the budget. Multilateral donors, such as the GEF, the European Commission and the World Bank have increased in importance vis-à-vis bilateral donors.

Table 4: Top project portfolio donors 2017-2020[3]

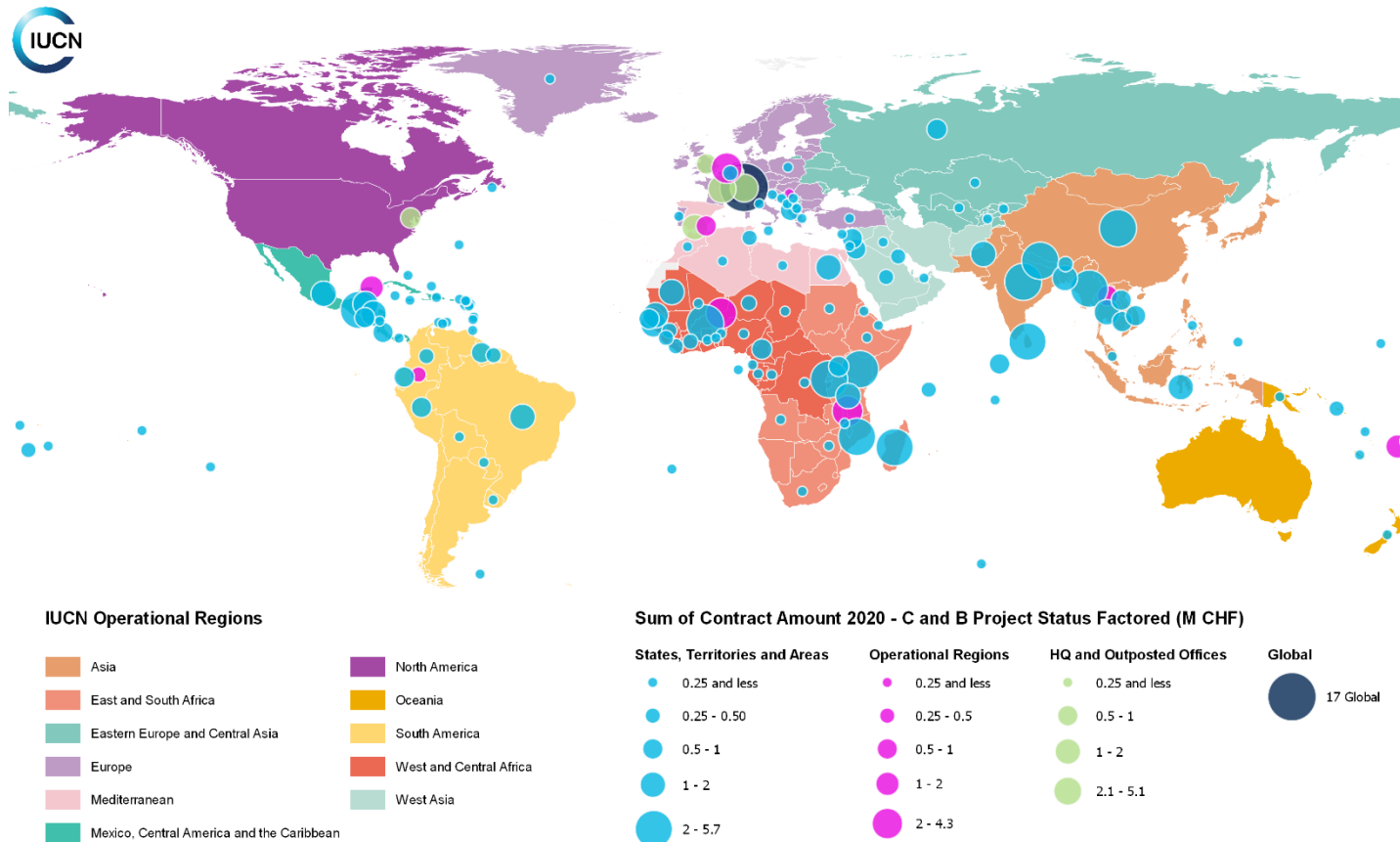| Donors	2017 Actuals	2018 Budget	2019 Budget	2020 Budget
Global Environment Facility	4,537,275	6,638,440	11,125,215	21,197,394
European Commission, DG Development	5,928,116	21,236,076	23,821,944	18,494,894
Kreditanstalt für Wiederaufbau	2,985,307	10,927,589	15,822,495	9,491,348
Green Climate Fund	-	-	-	8,132,691
Bundesministerium für Umwelt, Naturschutz und Reak	9,313,841	13,912,282	8,980,593	5,419,575
Swedish International Development Cooperation Agency	3,582,311	7,232,416	4,864,571	4,211,317
The World Bank	1,078,226	2,313,563	2,927,750	2,924,906
Ministry of Foreign Affairs, The Netherlands	3,482,342	3,263,907	-	2,581,322
US Agency for International Development	4,947,494	5,713,210	3,911,855	2,495,927

IUCN's 2020 project portfolio will be globally distributed (Figure 2: 2020 Project budget per Statutory State, Operational Region and Globally tagged projects). Of the 2020 budget, nearly 80% will be implemented at the national and regional level, meaning that most resources are allocated where effective implementation will happen. Budget has been recorded at four levels that are mutually exclusive: national, regional, global and HQ/outposted offices.

Table 5: 2020 Budget by location (%)

Level	2020 Budget (CHF)	%
National	76,018,384.48	64.06%
Regional	15,642,415.36	13.18%
Global	16,319,437.15	13.75%
HQ and Outposted Offices	10,686,972.87	9.01%
TOTAL	118,667,209.85	100.00%

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[3] Based on 2017 actuals + annual budget data for 2018 and 2019, for B (factored) and C List projects. Not total contract amount.

Figure 1: 2020 Project budget per Statutory State, Operational Region and Globally tagged projects[4]

IUCN Operational Regions

- Asia
- East and South Africa
- Eastern Europe and Central Asia
- Europe
- Mediterranean
- Mexico, Central America and the Caribbean
- North America
- Oceania
- South America
- West and Central Africa
- West Asia

Sum of Contract Amount 2020 - C and B Project Status Factored (M CHF)

States, Territories and Areas
- 0.25 and less
- 0.25 - 0.50
- 0.5 - 1
- 1 - 2
- 2 - 5.7

Operational Regions
- 0.25 and less
- 0.25 - 0.5
- 0.5 - 1
- 1 - 2
- 2 - 4.3

HQ and Outposted Offices
- 0.25 and less
- 0.5 - 1
- 1 - 2
- 2.1 - 5.1

Global
- 17 Global

Disclaimer: Names, frontiers, boundaries and other designations of geographical entities used and shown on this map do not imply the expression of any opinion, official endorsement or acceptance by IUCN.

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[4] This figure shows the projected 2020 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 (factored by the probability of funding) and C list projects.

The ventilation of the 2020 project budget between delivery models continues to demonstrate the importance of the implementing agency role and thematic initiatives, which account for 48% of the budget compared to 49% in 2017. In the 2020 budget, the value of programmatically aligned single project grows the most by 57%.

Table 6: % of portfolio value by delivery model for C List projects 2017-2020

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%	2020 Budget	%
Generation and direct application of scientific knowledge[5]	14,145,822	5%	14,697,994	4%	14,486,337	4%	12,749,829	3%
Implementing Agency[6]	63,379,405	22%	86,465,188	24%	102,753,823	29%	93,643,801	22%
IUCN Thematic Initiatives[7]	79,409,402	27%	126,099,463	34%	98,631,681	28%	110,741,711	26%
Non-aligned stand-alone projects[8]	4,529,077	2%	4,639,859	1%	2,822,630	1%	3,774,401	1%
Programmatically-aligned single projects[9]	132,546,642	45%	134,839,550	37%	128,295,677	37%	201,630,181	48%
Total	294,010,349	100%	366,742,054	100%	348,457,105	100%	422,539,923	100%

The strong 2019 B list, double the size of the 2018 B list, has delivered an increase in the 2020 C list. As a consequence, the B list of 2020 will be back to the 2017 level. The main change is a significant increase in the implementing agency role compared to the IUCN thematic Initiatives.

Table 8: % of portfolio value by delivery model for B List projects 2017-2020

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%	2020 Budget	%
Generation and direct application of scientific knowledge	293,964	0%	2,394,805	1%	1,107,050	0%	1,270,571	1%
Implementing Agency	53,572,807	27%	50,907,668	30%	80,999,868	23%	93,818,052	49%
IUCN Thematic Initiatives	48,193,266	24%	55,038,723	32%	144,862,658	42%	30,272,239	16%
Non-aligned stand-alone projects	7,948,547	4%	10,166,109	6%	1,263,462	0%	1,142,270	1%
Programmatically-aligned single projects	75,294,330	38%	36,677,148	21%	88,366,763	26%	66,608,281	34%
Total	200,117,093	100%	171,367,224	100%	346,468,019	100%	193,111,413	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).

[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 are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile.

[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 30% of the 2020 Budget will contribute to Target 9 on Conservation actions, Target 22 on NBS benefits and Target 19 on Transboundary NRG and Target 5 on Knowledge on valuing and conserving nature. Budget is well spread across all Targets, besides the four beforehand mentioned Targets all of them have a budget below 5%. These numbers are consistent with previous years' budgets.

Figure 2: 2019/ 2020 project portfolio contribution to the IUCN Programme's Targets[10]
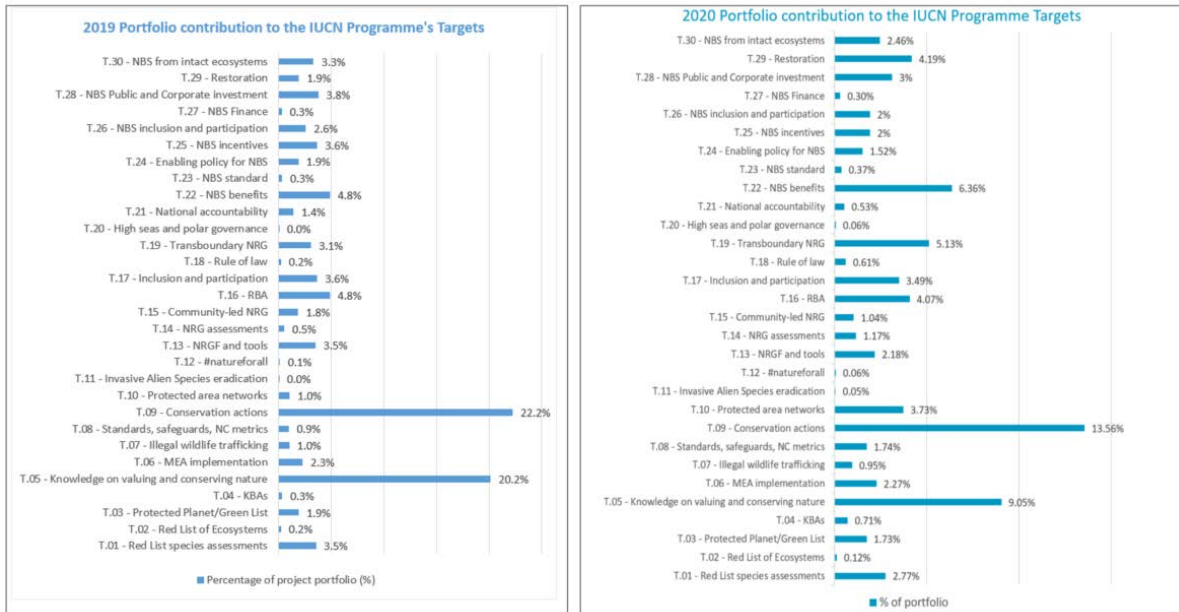
2.3 IUCN and the Sustainable Development Goals

All projects in the Portal correspond to the Sustainable Development Goals (SDGs) against which they are delivered. IUCN has mapped project budgets to SDGs as a proxy indicator of contribution to each SDG

The 2020 IUCN portfolio contribution to the SDGs does not differ significantly from 2019. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for almost 37% of all budget allocation. SDG 13 Climate action accounts for the second highest allocation, at 13% of all project portfolio budget, being consistent with previous year. It is emphasized that these values are derived from a proxy indicator (project budget mapping to SDGs) and that actual direct and indirect contribution, as measured through SDG-aligned results, will be stronger.

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[10] Percentages calculated from 2019 and 2020 budget values for C List projects. Data extracted on 18/09/2019

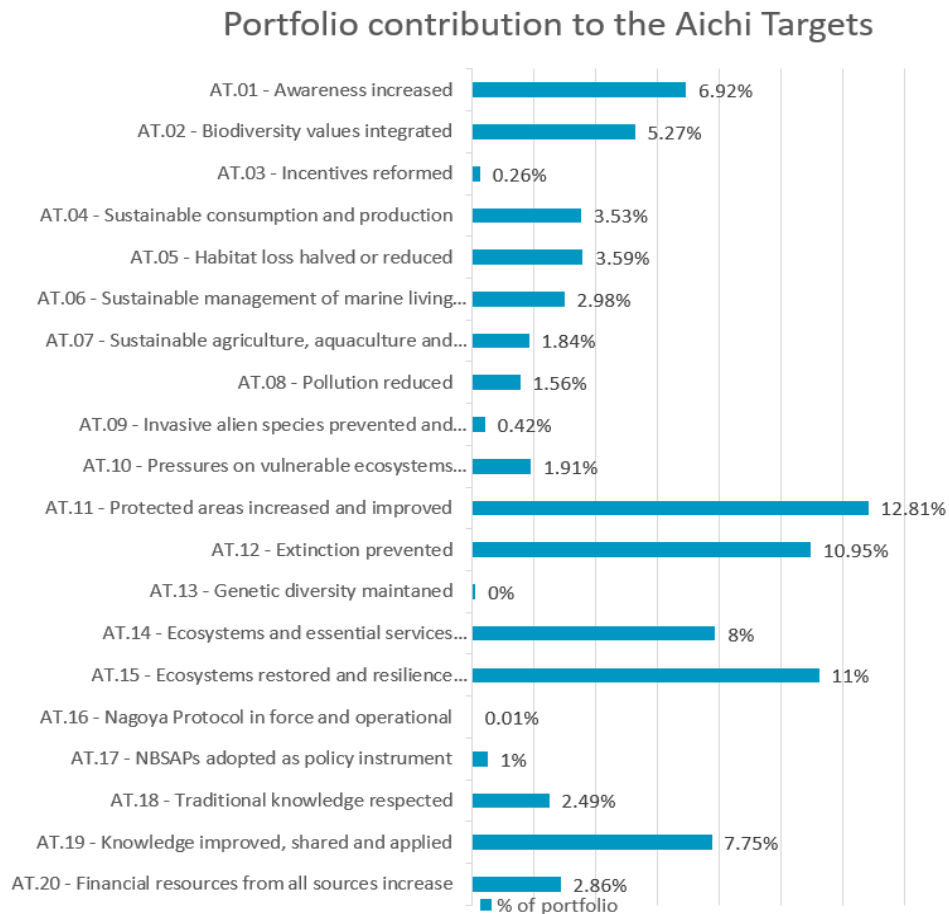**Figure 3: 2019/2020 IUCN project portfolio and the SDGs**[11]

2019 Portfolio contribution to the SDGs

SDG.17 - Partnerships for the goals	1.6%
SDG.16 - Peace, justice and strong institutions	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 communities	3.1%
SDG.10 - Reduced inequalities	1.9%
SDG.09 - Industry innovation and...	2.9%
SDG.08 - Decent work and economic growth	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%

2020 Portfolio contribution to the SDG's

SDG.17 - Partnerships for the goals	2.87%
SDG.16 - Peace, justice and strong	2.03%
SDG.15 - Life on land	37%
SDG.14 - Life below water	10.11%
SDG.13 - Climate action	13%
SDG.12 - Responsible consumption and production	3.02%
SDG.11 - Sustainable cities and communities	1.93%
SDG.10 - Reduced inequalities	2.82%
SDG.09 - Industry innovation and infrastructure	1.33%
SDG.08 - Decent work and economic growth	0.18%
SDG.07 - Affordable and clean energy	0.13%
SDG.06 - Clean water and sanitation	2.72%
SDG.05 - Gender equality	2.19%
SDG.04 - Quality education	0.30%
SDG.03 - Good health and well-being	0.52%
SDG.02 - Zero hunger	0.29%
SDG.01 - No Poverty	3.70%

2.4 IUCN and the Aichi Targets

All projects in the Portal tag the Aichi Targets that they deliver for. IUCN has mapped project budgets to Aichi Targets as a proxy indicator of contribution to each Aichi Target (Figure 5: 2020 Project portfolio contribution and the Aichi Targets).

The 2020 project budget mapping to Aichi Targets is largely consistent with 2019. 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.

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[11] Percentages calculated from 2019 and 2020 budget values for C List projects. Data extracted on 18/09/2019

Figure 4: 2020 Project portfolio contribution and the Aichi Targets

Portfolio contribution to the Aichi Targets

AT.01 - Awareness increased	6.92%
AT.02 - Biodiversity values integrated	5.27%
AT.03 - Incentives reformed	0.26%
AT.04 - Sustainable consumption and production	3.53%
AT.05 - Habitat loss halved or reduced	3.59%
AT.06 - Sustainable management of marine living...	2.98%
AT.07 - Sustainable agriculture, aquaculture and...	1.84%
AT.08 - Pollution reduced	1.56%
AT.09 - Invasive alien species prevented and...	0.42%
AT.10 - Pressures on vulnerable ecosystems...	1.91%
AT.11 - Protected areas increased and improved	12.81%
AT.12 - Extinction prevented	10.95%
AT.13 - Genetic diversity maintaned	0%
AT.14 - Ecosystems and essential services...	8%
AT.15 - Ecosystems restored and resilience...	11%
AT.16 - Nagoya Protocol in force and operational	0.01%
AT.17 - NBSAPs adopted as policy instrument	1%
AT.18 - Traditional knowledge respected	2.49%
AT.19 - Knowledge improved, shared and applied	7.75%
AT.20 - Financial resources from all sources increase	2.86%

■ % of portfolio

2.5 The IUCN Portfolio and the One Programme

Almost 55% 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 2020). 14% of the total portfolio engages State Members. For B List projects, 26% engage Members, Commissions and Committees. These percentages are consistent with 2019. The nature of that engagement will be explored further in 2020.

Table 7: Percentage of B and C List projects that engage Members, Commissions and Committees in 2020[12]

	B List		C List	
Members	7	7%	108	40%
Commissions	16	16%	51	19%
Reg./Nat Committees	3	3%	14	5%
Total Portfolio	**100**	100%	268	100%

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[12] Based on 2020 Budget data extracted on 18/09/2019

3. 2020 Operational Work Plan

The 2020 Operational Work Plan is the overarching strategic planning document for the fourth 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 2019 and also plans for what will be delivered in 2020. 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 2020 assesses progress in 2020 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). For 2020, 86% of Targets are on track or already achieved (26 out of 30), while 14% (4 out of 30) showed insufficient progress to be likely to be fully achieved by the end of the Programme. For each Target, the tables below provide highlights of 2019 target and expected deliverables and 2020 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 8: 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 2020: 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.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
+24,000 new species assessments and re-assessments	+3,025 new assessments and re-assessments published until now but it could reach 14,500 by the end of the year	+24,000 new species assessments and re-assessments
250 people trained	200 people trained and exam approved	+150 people trained
250 publications using IUCN Red List as keyword	250 publications (scientific papers) using IUCN Red List as keyword	250 publications using IUCN Red List as keyword

In 2019, the Red List broke the threshold of 105,000 species assessed, still short of catching up to the ambitious target of 160,000 species assessment completed by 2020. However, the planned deliverables for capacity building and knowledge uptake were met. The European Red List of Bryophytes was published and more assessments were conducted in UAE.

In 2020, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Brazil, New Caledonia and the United Arab Emirates. 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 is well underway and will be completed in 2020. The new Red List website was launched in September 2018. It is the plan in 2020 to complete the new website development work, as well as to deliver social media support as a platform.

Target 2 – Red List of Ecosystems - Expected status by end 2020: 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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
7 countries conduct a national RLE assessments + one country in Mesoamerica (TBD)	Global Typology 11 countries complete a national RLE assessments	5 countries conduct national RLE assessments

In 2019, progress towards Target 2 was insufficient to reach the 25% of the world's ecosystems assessed. Main deliverables in 2019 include the completion of a Global Ecosystem Typology developed & published in a peer-reviewed publication. The completion of the Global Typology is a key milestone for conservation. It provides a robust taxonomic framework for ecosystems that is able to accommodate local ecosystem descriptions. RLE assessments were supported in 11 countries (Tunisia, Senegal, Guyana, Tonga, Switzerland, Czech Republic, Brazil, Southern China, Madagascar and Finland) as well as 3 global ecosystem assessments (mudflats, coral reefs, mangroves).

The UN System of Environmental Economic Accounting is examining several ecosystem classification systems. It is hoped that UNSEEA choses the RLE Global Typology. In 2020, IUCN will further advance or complete the assessments previously cited, plus an additional one in Mesoamerica and one in the Arabian Gulf Region. Key partners will continue their discussions regarding the implementation of the National RLE in Europe.

Target 3 – Protected Planet / Green List - Expected status by end 2020: 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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
+150 case studies	200 case studies	+150 case studies
GL Assessments conducted in at least 80 PAs worldwide, including China	100 GL Assessments implemented	GL Assessments conducted in at least 100 PAs worldwide, including China

In 2019, there is a 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. Six 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 2020, IUCN will continue with the expansion of Green List-related activities in South America (Brazil, Colombia, Peru, Bolivia and Ecuador), the Caribbean (Selva Maya, Belize), Asia (China and Vietnam), and Morocco. 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. A Green List Side Event (Latin America GL side event) will be included in the WCC. IUCN will organize an African regional capacity-building workshop to share the experiences. Panorama is to produce 150 additional case studies.

Target 4 – Key Biodiversity Areas - Expected status by end 2020: 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.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned deliverables
Roll out a CEPF-funded grant programme for KBAs in the Mediterranean and 4 KBAs identified in Ecuador, Colombia, Peru and Bolivia	IUCN ECARO didn't participate in the roll-out of a CEPF grant programme in the Mediterranean	Continue the implementation of KBA standard in Europe
Consolidate KBA Secretariat in Cambridge to identify new KBAs	KBA secretariat produced 180 KBAs added to the world database	200 KBAs added to world database

In 2019, 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, 180 KBAs were added to the world database. Additionally, 4 KBAs project were successfully completed in Latin America. The updated KBA database for the Mediterranean is available and national KBA coordination groups became operational in two Mediterranean countries (Tunisia and Lebanon).

In 2020, IUCN will add 200 more KBAs in the world database, and use KBAs for spatial planning in at least one regional initiative .IUCN will continue working in the implementation of a KBA standard in Europe.

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 2020: Achieved

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.		
2019 Target Deliverables	2019 expected deliverables	2020 Planned Deliverables
+750,000 downloads	+1 million downloads	+2 mio downloads
+125 scientific papers	+100 scientific papers listing an IUCN affiliation	+300 scientific papers
		PiN strategy updated

In 2019, IUCN made good progress to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. Nevertheless, IUCN complete scientific analysis on '*The role of hunting as a conservation tool',* as funding for this analysis is still being searched*.* 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. Based on the feedback of the donor, IUCN decided not to continue with the legal guide on mining and conservation in Burkina Faso. Instead, seven legal training workshops were implemented in Ghana, Burkina Faso, Benin, Bolivia, Madagascar, Guyana/Surinam and Myanmar.

In 2020, IUCN expects to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. In addition, by 2020, the development of the GLPCA standard will be reinforced with European Union members. A key component of 2020 plans for target 5 is to ensure that gender specific knowledge and strategies are generated, developed and available to influence decisions. CEESP will update the People in Nature strategy in 2020.

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 2020: On Track

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.		
2019 Planned Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Position papers for CBD, UNCCD, UNFCCC and SDGs	Positions papers for: HLPF, UN Climate Summit; UNFCCC-COP 25 and SDGs	Support application of knowledge product- derived indicators into the Aichi and SDG Targets, including representing IUCN on IAEG-SDGs and BIP
OECM Guidance tested in at least 5 countries	OECM Guidance tested in at least 5 countries	
		OECM guidance in 10 countries
Two PP regional reports produced for the Caribbean and Southern Africa	Two PP regional reports produced for the Caribbean and Southern Africa	
WCEL Soils SG will continue work on priority areas, in collaboration with Secretariat	Members of the WCEL Soil, Desertification and Sustainable Agriculture SG have been actively working towards developing a new soil law instrument following the model of the Paris Agreement. It would be aimed at achieving the goal of land degradation neutrality, requiring all parties to put forward their best efforts to achieve this goal through nationally determined contributions, together with related reporting and transparency requirements.	Two more PP Regional Reports and two Best Practice Guidelines/Technical Guides produced

WCEL Soil, Desertification, and Sustainable Agriculture SG will begin to draft a soil law instrument following the model of the Paris Agreement. |

In 2019, IUCN made good progress to support the implementation of biodiversity-related conventions and international agreements. All relevant papers (e.g. related with the post 2020 biodiversity debate) have been timely disseminated during the first half of 2019. IUCN staff coming to Brussels have been

strongly supported to ensure productive and well-organised meetings. IUCN continued engagement with most of the MEAs processes to emphasize the need to speed up implementation of the 3 Rio Conventions and other biodiversity-related MEAs for addressing the climate change challenge and the biodiversity crisis. IUCN knowledge products and other proven tools are now used as the foundation for the policy influencing. Influencing continued in many major policy processes, e.g., stressing the message, that biodiversity underpins sustainable development and the 2030 Agenda for Sustainable Development and the SDGs will not be achieved if the biodiversity targets thereof are not achieved. Some of the major policy fora targeted in 2019 were CBD post-2020 discussions; SDGs High Level Political Forum sessions; UN Climate Summit and related preparatory processes; UNCCD-COP 14 and UNFCCC-COP 25

In 2020, IUCN will reflect urgency for implementing, and contribute to the design of the post-2020 global biodiversity framework and the review of NDCs under the Paris Climate Agreement to ensure proper reflection of ecosystem-based dimensions. The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least ten countries. Ongoing engagement to promote the role of nature for sustainable development. 2020 will be a key year with the IUCN WCC, CBD-COP 15 and UNFCCC-COP 26 expected to be major landmarks for injecting a new momentum in the protection of nature. In Africa, IUCN will strengthen the integrated governance of River Basin Organizations (RBOs, as well as upscale economic Accounting of Water Ecosystems services in the Southern Africa region through SADC leadership.

Ta**rget 7 – Illegal wildlife trafficking - Expected status by end 2020: Achieved**

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
MIKE carcass findings will be submitted to CITES	MIKE carcass data collected for 12 of 14 sites	MIKE carcass findings will be submitted to CITES
Policy to Ecuador to combat wildlife trafficking is operational	Preliminary contacts established and followed up plan	Explore further potential actions in South America with potential donors
Additional training for judges and prosecutors in Cameroon and China	A regional workshop on illegal wildlife case collection and analysis was organized to kick-off the case law collection in central African countries. GJIE co-sponsored the 2nd Regional Symposium on Greening the Judiciary in Africa in Maputo, Mozambique to promote a move to sustainable capacity-building.	Additional training for judges and prosecutors in Cameroon and China Global Judicial Institute on the Environment will complete bylaws, announce general membership process/invitations, and convene several events GJIE will host a 2-day event in Honolulu, Hawaii in February 2020 to continue to build judicial capacity.

In 2019, IUCN made good progress to reach its 2020 target to support 50 countries to adopt new and/or strengthened wildlife trade laws/regulations. IUCN SSC guidance to support sustainable trade in wild snakes was published, and concluded a project to build capacity for implementation of CITES relating to captive-bred specimens through regional workshops for CITES Authorities in Southeast Asia and Latin America held during 2018. The World Heritage Program (WHP) has engaged with CITES more strongly including at COP 18 in Geneva where a MoU between CITES & UNESCO was adopted. A concept note between P & WHP has been developed to create an initiative to focus SOS grants into key WH sites which are habitat for CITES listed species. A member of the WHP staff has been assigned lead responsibility for CITES liaison.

In 2020, IUCN will ensure WH sites with issues related to CITES listed species are factored into joint GSP/WHP proposal to create an SOS WH Initiative. Priority is to reinforce effective communication to CITES Secretariat by WHP focal lead on key WH issues relevant to CITES related issues (species and threats). 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. In addition, IUCN will undertake

a data-driven analysis of typologies of seizures related to wildlife crime as they affect ports, and explore further potential actions in South America with potential donors

Target 8 – Integrated Biodiversity Assessment Tool (IBAT) - Expected status by end 2020: 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.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
Gross Ecosystem Product assessments in China completed 80 IBAT subscriptions	Activity finalized 58 IBAT subscriptions	60 IBAT subscriptions and 20 PAYG users

In 2019, IUCN made good but not enough progress to achieve its target of 80 IBAT users at the end of the intersessional period. In addition, IUCN continued 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, running a pilot project in Andalucía to uptake pathway described. Preparation for ecological footprint test in protected areas started in Menorca, Cyprus and Ecuador. IUCN worked 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 and Indalco. IUCN also started the activity for Natural Capital Accounts in Gabon.
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In 2020, IUCN will strengthen IBAT's strategic position as THE KEY biodiversity tool and will feature it prominently at the IUCN WCC in Marseille. 60 IBAT subscriptions will be added.
 In addition, IUCN will continue engaging with the business sector to promote the enabling conditions to implement biodiversity net gain and continue the implementation of the We Value program. IUCN will continue working with companies in India and China to enhance their capacity to understand biodiversity risk and reduce negative impacts on biodiversity. IUCN will also deliver Natural Capital Accounts in Gabon.

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

Target 9 – Conservation actions - Expected status by end 2020: Achieved

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.		
2019 Target Deliverables	2019 expected deliverables	2020 Planned Deliverables
+3-4 CEPF grants	3 CEPF grants in the Indo-Burma region	Additional call for proposals
SOS Lemurs new call for proposals	Calls for proposals launched for Central Asia, Gibbons, Lemurs and African Wildlife	Monitor existing SOS grantees; seek additional funding for new initiatives. Monitor existing ITHCP grantees
ITHCP second call for proposals	ITHCP call for proposals execute	
BEST 2.0 new call for proposals	Best 2.0 call for proposals executed	Improve Best 2.0 proposal quality for technical grants

In 2019, IUCN made good progress in the consolidation of a solid project portfolio contributing to species conservation. IUCN SSC is recognised as a leader in species conservation action planning. IUCN SSC Species Conservation Planning processes are increasingly adopted or built upon, and evidently guide Conservation actions and influence policy. In addition, case studies for another Reintroduction Perspectives book, to be published in 2020, have been requested. SOS issued new call for proposals under SOS Lemurs and SOS African Wildlife, as well as SOS Central Asia and SOS Gibbons. The ITHCP launched a second call for proposals, and continues monitoring a project portfolio of seven projects. BEST 2.0 also issued a new call for proposals for additional EUR 2m targeting 25 European Union Overseas Countries and Territories (OCTs). In the Indo-Burma Region, three CEPF grants supported the recovery of 5 to 10 targeted priority threatened species.

The publication of a 6th Reintroduction Perspective book is planned for 2020, consolidating IUCN SSC as a leader in species conservation action planning. In terms of conservation actions, IUCN will monitor existing SOS grantees, and seek additional funding for new initiatives. IUCN will monitor and provide support the 40 active projects (of which 6 involve the control/eradication of invasive species; 17 involve actions related to the recovery of threatened species; 10 involve the management/creation of protected areas; 3 involve nature-based solutions; 14 involve habitat restoration) funded by BEST 2.0 to deliver their intended results and objectives.

Target 10 – Protected area network - Expected status by end 2020: Achieved

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.		
2019 Target Deliverables	2019 Expected deliverables	2020 Planned Deliverables
Enhancing the management and governance of at least 10 protected areas under BIOPAMA II	BIOPAMA II enhanced management of 10 protected areas	BIOPAMA II enhance management in all regions for at least 6 countries
The Asia Protected Areas Partnership (APAP) expanded by at least one country member	APAP has 20 members including China	Expanded by at least one country member

In 2019, IUCN made good progress in consolidating a solid protected area network through the IUCN Green List /reported under Target 3). Moreover, BIOPAMA II enhanced the management and governance of at least 10 protected areas. IUCN also managed the Trans frontier Conservation Area Capacity building programme in the Southern Africa Development Community Region (SADC) and facilitated one workshop in ESARO to strengthen PA staff capacity on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches. Extensive work on protected area governance was done in Oceania and Asia, including the designation or extension of Ramsar sites in Cambodia and Myanmar.

In 2020, IUCN will work in modelling the application of The Green List in two initiatives of local protected / conserved areas in Colombia, as well as the design and support REDPARQUES in the implementation of the route for structuring a long-term financing fund for the Amazon Vision. At least three Biopama Action Component grants for support improvement of Caribbean marine and/or biodiversity conservation will be granted. A regional Protected Areas Coordination Mechanism for West Africa will be established The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles. 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.

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 2020: 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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
EICAT submitted to the IUCN Council for adoption as a Standard	EICAT preparation for submission to the IUCN Council for adoption as a Standard	EICAT submitted to the IUCN Council for adoption as a Standard
+ 50 species profiles will be submitted	25 species profiles have been submitted for review	+ 25 species profiles will be submitted

In 2019, IUCN made good progress in supporting countries to manage Invasive Alien Species (IAS). IUCN submitted 25 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 assessed 10 FW species assessed according to EICAT standard at the global level and were submitted to GISD.

In 2020, the Environmental Impact Classification of Alien Taxa (EICAT) standard will be submitted to the IUCN Council and 25 new invasive species profiles will be added to the Global Invasive Species Database. IUCN will continue to provide technical support to the EC in the implementation of the IAS Regulation.

Target 12 -- #NatureForAll - Expected status by end 2020: Achieved

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
350 partners + 70 success stories Participation in Regional Conservation Fora Two new comic books	360 partners + 70 success stories #NatureForAll Reporter Kit #NatureForAll Take action toolkit #NatureForAll Health and Nature flyer #NatureForAll Youth Champions One new comic book Participation in Regional Conservation Fora	400+ partners #NatureForAll: special issue in the Journal of Ecopsychology #NAtureForAll Youth Champions initiative 20 presentations by SC members at WCC and other regional events

In 2019, #NatureForAll achieved the commitment of at least 350 partners, 12 new organizations and 25 IUCN members to implement programmes under the #NatureForAll initiative. CEC produced papers for Regional Conservation Forums, and a new comic book. CEC also granted regional #NFA Awards. 58 nominations arrived, 15 CEC members selected and awarded on RCFs, and living video was translated in 27 languages.

In 2020, CEC plans to increase the amount of partners to 400+, publish a special issue in the Journal of Eco psychology on the topic of Wisdom Traditions, Science and Care for the Earth and make 20 presentations in the context of the World Conservation congress.

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 2020: Achieved

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Natural Resource Governance Framework (NRGF) Tools and standards application in East and Southern Africa	Natural Resource Governance Framework (NRGF) Tools and standards application in East and Southern Africa	NRGF induction in South America, and Africa Launch NGRF publication event during 2020 WCC

		WCEL will host the 2nd World Environmental Law Congress Rio 2020 to promote the environmental rule of law.

In 2019, the NRGF tools and standards were disseminated and promoted with applications in Nairobi, Mozambique and Kenya. The Framework and Guide validation has started by engaging with Mesoamerica, South America, East Africa and Asia as well as Global Programmes. At the regional level, IUCN developed and implementing various tools and resources for assessing and improving natural resource governance.

In 2020, the focus resides in completing the induction in the different Regions, and scale the usage in Global and regional programmes where NGRF has already been implemented. The NGRF publication launch event during the World Congress 2020

Target 14 – Natural Resource Governance assessments - Expected status by end 2020: Achieved

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
ICCA governance assessments lessons learned compiled and communicated Baselines assessments in Mt. Elgon and Agoro-Agu will be used to inform other countries in the region	Lessons learned compiled and communicated Initial lessons Kilombero Landscape being drawn from the Land Use Dialogue and Multi-Stakeholder Platform Meetings	Complete current assessments and expand support for assessments and strengthened NRG action in IUCN and Member projects The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles

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 were used to develop communication materials and lessons learned shared with 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). IUCN natural resource governance were implemented in nine Amazon protected areas, assessed and systematized through the course on local governance of protected areas. Governance context assessments were conducted in two landscapes in Mozambique and Tanzania, as well as Uganda.

In 2020, Additional assessments will be conducted and geospatial-monitoring data will be systemized and used for decision-making. Following the assessment of Agoro-Agu and Mount Elgon Landscapes in Uganda and Kilombero Landscape, The Western Indian Ocean (WIO) project will facilitate the initiation of creation of new categories of marine conservation areas under the LMMA framework in Mozambique and Seychelles.

Target 15 – Community-led Natural Resource Governance Expected status by end 2020: Achieved

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.		
2019 Expected Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Community-led protected area governance supported in Mesoamerica, Asia and the Pacific Build the Indigenous Peoples and Environmental Law Joint SG,	On going The Indigenous Peoples and Environmental Law Joint SG has been established.	IUCN knowledge on community governance features is utilised, when relevant in the evaluation of World Heritage nominations submitted for assessment in 2020

strengthening ties between WCEL Ethics SG with the CEESP SG on Indigenous Peoples, Customary and Environmental Law and Human Rights (SPICEH) for effective and equitable governance of natural resources		The Indigenous Peoples and Environmental Law Joint SG will build its membership and begin to identify key goals.

In 2019, IUCN continued with the development of the Indigenous Members' strategy. IUCN supported community-led governance systems in Mesoamerica (Honduras and El Salvador), Asia (Sri Lanka, Cambodia) and a Pacific Island country. In addition, 3 active CEPF grants supported 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 captured baseline information about community based resource management and their contribution to biodiversity conservation in at least 3 countries.

In 2020, IUCN will continue ensuring that the acquired knowledge is utilized in all regions, and support membership formation and communication. IUCN will continue to support community-led governance systems in Mesoamerica (such as the protocol of Karataska Laggon System recognized and implemented by IPLCs, fishermen's associations municipalities, DIGEPESCA and other key stakeholders) Asia (Sri Lanka, Cambodia) and Pacific Island countries.

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 2020: Achieved

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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Task Force facilitated by CEESP to convene to work on framework fro conservation and human rights. CEESP meeting with extractives and human rights experts Build a Coalition to support Environmental Defenders Enhanced monitoring of Indigenous rights in 3 territories.	Conservation and human rights task force established Enhanced monitoring of Indigenous rights in 3 territories.	Working paper on conservation and human rights Support for 2020 World Heritage committee Review projects and integrate/strengthen gender-responsive components.

In 2019, the assessment of 3 additional indigenous territories in Peru was halted due to the lack of viability in terms of legal and political changes. Nevertheless, three agreements for the shared management of hydro biological resources and the distribution of benefits in the Amazon biome were signed between PAs, indigenous and communities' leaders in Chandless (Brazil), Purús (Peru) and Manuripi (Bolivia). IUCN collaborated effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2019 World Heritage Committee. New gender policy approved; Gender Marker development/establishment supported; compliance with GEF gender requirements supported, including on GBV safeguard, and six IUCN members received support for gender indicators and baseline data. PGS guide developed and advice/coordination provided on issues relevant to the ESMS. Significant guidance and inputs provided on the development of a Governance component in the next inter-sessional program, including next steps for NRGF integration.

In 2020, a Task force on conservation and human rights established in conjunction with Council including CEESP Members working in this area will produce a working paper and an action plan discussed at Congress. IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage (IIPFWH), to support them to have an impact at the 2020 World Heritage Committee. Women and women's organizations will benefit from capacity building on technical issues such as climate change to engage in relevant decision-making and programming spheres (e.g., though Pakistan ccGAP, WCC sessions). New updated tools to support implementation of gender policy will be launched, including Framework for Conducting Gender Analysis and GBV Guidelines

Target 17 – Inclusion and participation - Expected status by end 2020: 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.		
2019 Expected Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
At least one new ccGAP is proposed to Green Climate Fund and/or elements of at least 1 current ccGAP are proposed for implementation	Achieved	Continue discussion with other countries to model ccGAP methodologies

Inclusion and participation in natural resources governance was emphasized mostly in the context of our messages to the High Level Political Forum on the 2030 Agenda for Sustainable Development reviewing progress in implementation of SDGs 5, 8, 10 and 17. In 2019, IUCN made good progress in terms of CCGAP development and/or implementation, including through disseminating lessons learned. Pakistan ccGAP is in final stages of review by GCF; and Dominican Republic ccGAP was launched and is now embedded in NDC Partnership Action Plan. Mozambique ccGAP has one of its components implemented thru the Coastal Resilience to Climate Change project, "Nature based solutions for building resilience in vulnerable and poor coastal communities in Mozambique". IUCN continued 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.

In 2020, ongoing interaction with global and regional programmes to advance the inclusion target in all projects will continue, and the launch of new projects in different regions will be a priority. Governance structures and modalities will be validated, systematized and disseminated in each country (Colombia, Ecuador, Brazil, Peru, Guyana, Surinam) of the Amazonia Region. The world Heritage programme will continue with the same implementation rate and proposals for further funding for the initiative will be advanced. IUCN will participate actively on culture-nature at ICOMOS General Assembly, Oct 2020.

Target 18 – Rule of Law - Expected status by end 2020: Achieved

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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Creation of 2 specialist groups in the IUCN Declaration on the Environmental Rule of Law	On going	Establish EROL and SDGs
Continue the Development of the Draft Global Pact for the Environment	On going	Continue major support

In 2019, IUCN continued with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN also supported the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland. IUCN collaborated 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 also extended its training on international water law in four new basins.

In 2020, IUCN will continue collaboration with partners to publish the authoritative commentary to the "IUCN World Declaration on the Environmental Rule of Law" and policy papers to encourage understanding and application in multiple languages, as well as develop a proposal and fundraising for the second World Environmental Law Congress (2020).

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

Target 19 – Transboundary Natural Resources Governance - Expected status by end 2020: 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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Continue transboundary hydro-diplomacy building in South America, Asia and Africa	Ongoing	Continue with support and efforts

In 2019, IUCN made good progress in supporting the establishment of transboundary regional agreements. The Selva Maya 2030 Integral Strategy Document was prepared and validated by the institutions of protected areas (CONANP, CONAP and FD) and with key stakeholders. In Eastern and Southern Africa, IUCN supported the implementation of the SMM investment framework and the identification of investment projects. In West and Central Africa, initial preparation for establishing four transboundary watersheds and protected areas and deliver effective and well-implemented natural resource governance was started. In Asia (India, Bangladesh, Cambodia and Thailand) IUCN is also supporting institutional frameworks for transboundary cooperation.

In 2020, IUCN will continue the support and efforts for progressively build transboundary hydro-diplomacy. Activities include the launch of the 2030 Selva Maya Integral Strategy and their start phase, the provision of extended training and dialogue among basin parties in all BRIDGE basins, the facilitation dialogue for the conclusion of water agreements in all regions, and the completion of the west and central Africa transboundary watersheds project.

Target 20 – High seas and polar governance - Expected status by end 2020: 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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Provide major input to all aspects of the Biodiversity Beyond National Jurisdiction agreement negotiations, including Area Based Management Tools (ABMTs), Environmental Impact Assessment and Access and Benefit Sharing.	Detailed analysis of the first draft of the agreement. Workshop on ABMTs and how to frame them in the agreement.	Further input into the agreement
Building capacity in developing countries to provide them with the tool for a meaningful input into the negotiations.		
Ross Sea Declared a time limited MPA + other high seas areas in 4 locations	Ross declared high Sea MPA	Further input into the development of High seas protection measures.

In 2019, IUCN continued to support the on-going process for the adoption of an implementing agreement on biodiversity, in areas beyond national jurisdiction (ABNJ) under the UN Convention on

the Law of the Sea. Eight team members contributed to two 2019 UNCLOS meetings providing guidance and advice related to ocean and climate issues, with a focus on nature-based solutions to climate change adaptation and mitigation. IUCN also monitored MPAs and their progress towards Aichi Target 11 to communicate it to relevant organisations within the MPA Agency Partnership. IUCN also worked 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. A number of seminar were held around the world and in conjunction with the negotiations in New York.

In 2020, IUCN will continue the ongoing support for capacity building, attending to the 2020 UNCLOS meeting on EIA for high seas and Fair and Equitable Distribution of genetic material. Additional technical, legal and scientific support for a science-based process will be provided, in order to allow the establishment of an ecologically representative and well-connected system of MPAs including reserves as an element of the new agreement.

Target 21 – National accountability – Expected status by end 2020: On track

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Four countries with revised NBSAPs in Asia	Achieved	Jordan NBSAPs revised
Nagoya protocol Regional strategy under development	Achieved	At least one country amends or adopts a new policy/plan to reflect gender-environment considerations.

In 2019, IUCN provided support to NBSAP implementation in at least four countries in Asia. In Lao PDR, IUCN provided technical expertise to implement management planning process in XCP and BKN Ramsar sites through undertaking an R-METT assessment and developing the Management Plan through stakeholder consultation processes. IUCN provided support and monitor Central American countries to implement their Nationally Determined Contributions (NDCs). The Dominic Republic launched its ccGAP; Guyana developed a national gender policy that includes environment/climate change as a priority topic; USAID included NR, fisheries and protected areas information in draft revised gender policy, and Suriname organized national cross-ministry workshop on gender and environment). UN Women and UN Environment formed and launched a Gender-Environment Statistics Expert Group; UNDP NDC Partnership included IUCN/EGI data and analysis in webinars. This is an example of the work that IUCN has done with parties and stakeholders under Multilateral Environmental Agreements (MEAs) to continue to use gender-differentiated data and analysis including from Environment Gender Index (EGI).

In 2020, IUCN will continue its engagement in Gender-Environment Statistics Expert Group, developing at least one new dataset with EGI methodology and/or facilitating participatory capacity building process in one country. IUCN will continue to share experiences from gender-responsive methodologies, as well as case studies – (e.g., Pakistan ccGAP), and provide strategic and technical advice provided to Jordan, Myanmar, and Nepal on the effective implementation of their NBSAPs.

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

Target 22 – Nature based Solutions benefits - Expected status by end 2020: On track

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.		
2019 Target Deliverables	2019 Expected Deliverables	2020 Planned Deliverables

PiN tested in two more sites	PiN tested in Colombia	PiN tested in 2 more countries
Implementation of national restoration strategies project finalized	Project finalized	

In 2019, IUCN developed guidance material for the use of PiN in the context of the Standard on Access and Restriction. The PRAGA methodology was applied in in seven more countries (Uruguay, Kenya, Jordan, Egypt, Burkina Faso, Niger and Kyrgyzstan). IUCN will also developed a white paper with draft indicators on human wellbeing and sustainable livelihoods. In East and Southern Africa, IUCN disseminated FLR findings of countries in the region to prioritise restoration investments. The project delivered 6 countries covered in second application of report - Brazil, El Salvador, Mexico, Rwanda, Sri Lanka and the United States, 13 additional jurisdictions applied part of protocol - Burundi, Cameroon, Colombia, Costa Rica, Democratic Republic of Congo, Ghana, Guatemala, India, Côte d'Ivoire, Kenya, Malawi, Mozambique and Uganda.

In 2020, FLR findings and economics' impacts methodology will be tested in Brazil and further refined to pilot in 1 more Barometer country by Oct 2020. The PRAGA methodology will be completed in three countries. PiN will be re-organized and housed in the forest program, which a better fit is given that the focus of PiN on economics is limited. Economics continues to support PiN as needed and within the limits of available resource.

Target 23 – Nature based Solutions Standard - Expected status by end 2020: On track

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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Further identification of 2 NBS case studies	On going	Completion of case studies

In 2019, IUCN continued 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 developed a research proposal for testing the NbS standard in case-studies. IUCN also contributed to the establishment of a NBS Community of Practice, which is currently in the process of aligning and taking into consideration lessons learned. In the Mediterranean region, IUCN identified NBS experts in the Maghreb. A draft proposal of IUCN Chair was submitted to the Council of UNIA for approval, and two meetings have been organised with national actors in Morocco and in Tunisia to developed NBs projects.

In 2020, IUCN will continue engagement with the Council-led motion on the NBS standard and follow up action as may be required after the 2020 WCC. Also, further mass training and removal of barriers for a wider NBS and NC process uptake is planned. IUCN will continue involving Business in the NBS consultation process.

Target 24 – Nature based solutions support tools - Expected status by end 2020: 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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Analysis produced demonstrating costs and benefits of different restoration approaches in Argentina	Eba Tools Navigator finalized and shared at 3 international conferences 10+ knowledge sharing events organized jointly with members and partners at international conferences Analysis in Argentina under way	Continue to strengthen capacities of relevant stakeholders for NBS at country level WCEL Forests SG complete drafting a Model Forest Act. TRI: Policy-Influencing Action plans in all 11 TRI national projects developed and under implementation.

In 2019, 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. The Eba Tools Navigator was finalized and shared at 3 international conferences. In addition, 10 knowledge sharing events were organized jointly with Members and partners at international conferences. IUCN acting as the Secretariat of FEBA facilitated knowledge sharing and promoted collaborative EbA measures with 60+ Members.

Furthermore, The WCEL Forest SG is gathering forest and law experts from different countries to draft a Model Forest Act (MFA), which will incorporate not only the legal principles of the main international forest instruments, as the United Nations Forest Instrument (UNFI), but also smart legal provisions that have been working to promote good forest stewardship in different regions of the World. The first face-to-face meeting of the drafting committee was held in Brasilia, Brazil, in December 2018 and the first document has already been drafted. At the meeting, participants set up the basic structure of the initiative, its scope and criteria membership for the drafting committee. The group has been working remotely ever since, but is planning to meet again before the World Conservation Congress of 2020.

In Argentina, the national and sub-national ROAM process is underway, where the prioritisation of FLR opportunities will be carried out at national and sub-national level. Once this is complete, we will evaluate feasibility of carrying out a cost-benefit analysis of native forest restoration actions. In Brazil, Colombia and Peru, an IKI programme proposal has been developed to strengthen and accelerate FLR implementation jurisdictional level, creating synergies and fostering alignment and articulation with national policies, programmes and plans. CLIMA assessment tool was developed and used in selected Central American countries and Caribbean countries. A publication was ready in 2019.

In 2020, IUCN will continue to strengthen capacities of relevant stakeholders to implement, finance, monitor and scale up and out Forest Landscape Restoration to support countries in the implementation of their Bonn Challenge pledges. The Restoration Initiative is starting with Policy-Influencing Action plans in all 11 TRI national projects developed and under implementation by the end of the year. Scaling Up Mountain EbA project on Mt. Elgon will support the implementation of EbA measures contributing to the ecosystem resilience, sustained ecosystem services, reduced disaster risks, and diversified and sustainable livelihoods—all underpinning climate change adaptation. The Global Ecosystem Management program will deliver evidence of national-level strengthening of planning and implementation mechanisms collate with data from regional and country offices, for 20 countries. It will facilitate 10 knowledge sharing events organized jointly with Members and partners at international conferences such as UNFCCC, UNCCD and CBD conferences

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 2020: Achieved

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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Local stakeholders have been empowered through GO4EbA in Central American countries.

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 | Local stakeholders have been empowered through training, dialogue and hands-on work on EbA in concerned Central American countries.

2 active grants supported the piloting and strengthening of co-management and benefit sharing mechanisms in 2 priority geographies: the Mekong River and Major Tributaries and Myanmar | Progress in developing The Restoration Initiative country policy incentives supporting mobilization of finance for Forest Landscape Restoration |

Target 25 is achieved. In 2019, the Community Environment Conservation Fund (CECF) approach was used to promote environmental stewardship leading to effective wetland restoration in new sites within

Eastern and South Western parts of Uganda. Local stakeholders have been empowered through training, dialogue and hands-on work on EbA in concerned Central American countries. In Asia, the active CEPF grants supported 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.

In 2020, the most significant effort by the Global Forest Program through The Restoration Initiative country policy incentives supporting mobilization of finance for Forest Landscape Restoration.

Target 26 – Nature based solutions inclusion and participation - Expected status by end 2020: Achieved

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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
+5 FLR national working groups	5 FLR national working groups established	Gender responsive FLR strategy in + 3 countries
+ 4 Gender Road Maps developed	+5 Gender Road Maps developed	Continue building relationships and methodology

In 2019, IUCN established FLR national working groups in five additional countries; in addition, four FLR and gender strategies were developed. FLR and ROAM trainings carried out in Argentina and Uruguay as part of IUCN's outreach and capacity building in South America. Under ROAM processes, landscape governance structures put in place in 5 countries.
Draft landscape governance reports for six landscapes in Ghana, Tanzania, DRC and Uganda has been completed as part of the PLUS project.

In 2020, IUCN will develop gender responsive FLR in three more countries. IUCN will enhance its fundraising efforts to ensure the establishment of FLR national working groups. IUCN will continue building relations and methodology to engage and capacity build women, youth and marginalised groups in SLM. ICUN will continue to support mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions in South Africa, Tanzania and Kenya.

Target 27 – Nature based solutions Finance - Expected status by end 2019: On track

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
GEF concepts in at least two regions	GEF concepts in +2 countries	GEF concepts in +2 countries

In 2019, IUCN advanced in the establishment of a portfolio that deploys financial mechanisms to deliver nature-based solutions. IUCN supported the development of three GEF Impact Programmes as well as several country child projects thereunder, especially for the Drylands SFM IP. This included countries in the CCA region as well as Africa. Innovative and effective conservation financing mechanisms for NBS were supported in 10 pilot sites, establishing conservation finance models and exchanging experiences among all sites.

In 2020, IUCN plans to develop GEF concepts in at least two more countries. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism. IUCN will provide ongoing support to regional and global programmes in the design of GEF and GCF portfolios on NBS approaches.

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 2020: 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'.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
118 countries to complete LDN target setting, including 75 financed by IUCN	122 countries in progress, 75 financed by IUCN	Move emphasis to developing projects to deliver LDN targets

In 2019, IUCN made good progress in supporting public and corporate investment for NBS. 122 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. IUCN continued engagement with the business sector to create the enabling conditions for change. In at least two Pacific Island countries, IUCN supported the development of marine planning guidelines and a marine spatial plan for biodiversity conservation and the sustainable delivery of ecosystems goods and services.

In 2020, IUCN will move LDN emphasis to developing projects to deliver the LDN targets set before. IUCN will continue to explore the possibility of using IUCN Global Environment Facility (GEF)/Green Climate Fund (GCF) status to support access to resources from marginalized groups (indigenous women), e.g. climate change gender action plans (ccGAPs) or through LDN project proposals

Target 29 – Restoration - Expected status by end 2020: On track

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
On-ground restoration action promoted for additional 10m ha identified	On going	On ground restoration to continue for additional 13m ha

In 2019, IUCN made good progress in the implementation of restoration processes. Bonn challenge report was issued. Restoration interventions documented in 27 countries, comprising of 34 degraded landscapes. This was the basis for the publication on FLR-Aichi targets and partially FLR-LDN targets. Restoration practices in CCA region has been documented for 7 countries; additional technical guides on restoration practices are under preparation. FLR has been documented in 19 jurisdictions via Barometer**. RO**AM processes was initiated in Myanmar, China and Pakistan as part of The Restoration Initiative (TRI). In Argentina, ROAM has been validated; and in Uruguay, ROAM has also been validated in Saint Lucia.

In 2020, IUCN will issue a global publication on restoration interventions. Restoration practices for 3 commodities to be documented. Barometer extended potentially to all interested pledgers. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also continue the documentation development and use of ROAM data in 20 countries. IUCN plans to identify additional 13m ha under FLR, and at least one more Asian country will commit to the Bonn Challenge.

Target 30 – Nature based solutions from intact ecosystems - Expected status by end 2020: 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.		
2019 Target deliverables	2019 Expected Deliverables	2020 Planned Deliverables
Training on ecotourism as a revenue generating activity for all 13 Mediterranean PAs + 3 sites in the East Melanesian Islands	On going	No plans for 2020

In 2019, 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. IUCN is also developing community agreements in 3 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.

4. Corporate development

This section outlines the key 2020 priorities for the IUCN Secretariat's corporate functions. All corporate functions will be fully mobilized to support a successful World Conservation Congress while further developing the organization.

4.1 Strategy and Partnerships

Through the programme consultations held during the Regional Conservation Fora, Members have called for a Programme 2021-2024 that is ambitious in tackling the biodiversity crisis, leveraging IUCN's unique value proposition, demonstrating excellence in inclusiveness, and resolutely outcome and action orientated. The finalisation of the draft Programme 2021-2024 is a key priority for IUCN at the start of 2020. The key milestones for 2020 on the road to the World Conservation Congress are the Programme drafting workshop (January 2020), and the review by Council of the final draft of the Programme (February 2019). Then, the Programme will be translated into an Operational Plan for the Secretariat as well as plans for each of the regional offices with clear targets.

The IUCN Secretariat will make further improvements in program and portfolio management and results measurement. In 2019, the Secretariat made a major leap forward in portfolio management by adopting online project workflow management. In 2020, the Program and Project Portal will further enhance its user experience and adopt new functionalities geared towards program and project managers, particularly in the areas of results measurement, ESMS and work planning, all with the aim to make the Portal a platform for project information. For the first time, the IUCN Secretariat will adopt an Access to Information Policy, which will concretely guide the Secretariat on how to make project information systematically more transparent and accessible to all stakeholders. In application of this policy, the Secretariat aims to launch the Open Project Portal during the WCC. The adoption of harmonized project indicators in 2019 will be followed up in 2020 by their integration in the Portal and the further development of indicator definitions and tools. This essential work of building quality data in all projects will facilitate the monitoring of the Programme 2021-2024 global and regional operational plans.

The Planning, Monitoring, Evaluation and Risk Unit will continue to strengthen learning and accountability. In the first quarter of 2020, IUCN will receive the results of the Swiss Development Corporation's Review of IUCN's Development Relevancy. The External Review of the IUCN quadrennial programme will also be delivered in the first part of 2020 in time for discussion during the WCC. IUCN is also subject to the global review of the BMU's International Climate Initiative with 11 IUCN global and regional projects represented in the sample selected for review among more than 200 projects. Although the final results of this ICI global evaluation are not expected before the first quarter of 2021, this review includes a self-evaluation component that will provide useful lessons learnt immediately applicable to the new Programme. These major evaluation efforts and the regular project evaluations will offer invaluable recommendations in preparing the operational plans for the new quadrennial period.

The IUCN Secretariat will continue to strengthen its partnerships with Framework and Programme partners. In 2020, the Global Strategic Partnerships Unit will ensure that resource mobilizations 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 2020 Work plan. IUCN's framework partnerships will be effectively managed and additional restricted funding will be secured from Framework Partners. During 2020, the donor base will be both diversified and deepened through enhanced engagement with bilateral donors, multilaterals agencies and foundations. 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. New opportunities for core funding will be explored, and commitment by donors for continued core funding to support the IUCN 2021-2024 programme will be secured, with initiatives that increase the Donor/Fundraising/visibility through high-level events (donor and patrons events, Graduate Institute, WCC).

The development of the IUCN 2021-2024 Programme and the Implementation of the Resource mobilization strategy for the IUCN World Conservation Congress will ensure that IUCN's donors are fully engaged and consulted in the lead up to and during the World Conservation Congress. The

Strategic partnership Unit will lead VIP engagement for Congress, as well as ensure IUCN's fundraising efforts are well coordinated through the event.

The IUCN North America office will continue to deepen its engagement with US and Canadian Government funding agencies, especially the State Department and USAID, substantially increase engagement with US Foundations and increase engagement with US financial institutions including public finance bodies in support of the post 2020 biodiversity framework. The office will further consolidate the Coalition for Private Investment in Conservation and align with the Natural Capital Finance Alliance. Following the 2019 national election, IUCN will increase its engagement with the Canadian government in order to secure its support as a framework donor.

IUCN continues to pursue the model of strategic relations with the EU and 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, including, most notably, the signing of two new grants for West Africa totaling CHF18.5 million in funding. Furthermore, 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 financial instrument, and specifically the merging of most of the EU's current external financing instruments into one broader instrument. IUCN continues to pursue the indirect financial management status (formally known as IO status) and maintains close contacts with the European Commission regarding the process of a screening exercise which is required before presenting the final pillar-assessment to achieve this status.

The strategy for IUCN GEF and GCF operations is under implementation since 2019, along with procedures and tools to identify, appraise, manage and supervise projects implemented. The strategy will ensure that the IUCN process for project identification and appraisal is being followed for the GEF/GCF portfolio, with the pipeline reviewed every six months by the GEF/GCF Strategy Group. 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. A key objective for 2020 is to ensure that the approved process for monitoring and supervision along with the revised use of fees is being followed for the portfolios across regions. All GEF/GCF projects under implementation for more than one year will be subject to an annual supervision mission/review made up of persons across global/regional/national teams to ensure projects are adaptively managed and moving to results.

4.2 Governance, Risk and Controls

In the area of governance, the successful organization of the 96th Council meeting in Gland, and the on-going preparations for the 97th Council meeting equally to be held in Gland are key 2019 deliverables. The 2019 face-to-face meeting of the Bureau held in July, followed by a long conference call (August), as well as the several decisions approved by email correspondence, helped to effectively taking decisions on urgent and relevant issues. For 2020, the Governance unit will ensure that Council, at its February meeting, will be ready to take decisions on all proposals it is expected to submit to Congress. In charge of the management of the Members' Assembly, the Governance Unit will ensure all timely preparations of content, in particular that the motions and nominations processes run according to schedule. In 2020, the unit will also take charge of the induction of the newly elected Council.

The Membership Unit will support Council, the Director General and Regional offices in the recruitment of Members, with a focus on States and Indigenous peoples' organisations (IPOs). The development of the Membership Strategy is a key element of the work achieved in 2019. The Strategy should be endorsed by Council. Working with the Governance Unit, it will coordinate the electronic vote on motions prior to Congress mandated by Council. The Membership Unit is supporting the Membership Dues joint task force of the FAC/GCC in preparing a proposal for the 2021-2024 membership dues to be voted by Members at Congress. The membership Unit will update the membership brochure outlining the benefits of Members and the work of IUCN with Members. In relation to the Congress, the Unit will

coordinate the Sponsored Members Programme, administer the Members' Accreditation process, and coordinate the preparations and running of the Members and Commissions' Lounge.

In 2020, the third year of implementation of the Enterprise Risk Management Policy adopted by Council, is the opportunity to consolidate the gain made in strengthening the risk culture and standing up a risk framework and organization. The Risk Unit will analyse risk trends arising from the multiple iterations of the risk register and monitor the implementation of mitigation measures by the risk owners identified in 2019. After having refreshed the risk universe, the Risk Unit will facilitate risk control self-assessment on specific risk categories, such as human rights risks, and coordinate the enhancement of controls. Specifically, the projects developed and implemented by IUCN Secretariat benefit from increased safeguard risk diligence through the Environmental and Social Management Standards (ESMS). A key objective for 2020 is to ensure the strengthened application of the ESMS across IUCN. The Secretariat will strengthen the staff's ESMS capacity as well as the expertise used for project development and implementation through workshops and webinars, on the job support and guidance notes.

The Office of the Legal Adviser (OLA) provides legal advice and other services to the Secretariat, Council and other component of the Union. It aims to act as gatekeeper of IUCN's interests by raising awareness about legal risks and other risks arising in case of non-compliance with regulatory, statutory and internal policies requirements. The development and rolling out of an adequate data protection framework, the support to Council and the Secretariat on major governance and membership matters and legal advice on contracts related to the organisation of the 2020 WCC were key achievements in 2019. In 2020, OLA will continue to support all corporate units in achieving results by advising them on contractual, data protection, intellectual property and employment issues, as well as on internal policies and procedures. It will play a critical role in providing legal support to the Members' Assembly, the election process, the motion process and the governance improvements. It will also contribute to the induction of the newly elected Council members by raising awareness on legal matters relevant to their role.

The internal Oversight Unit (OU) enhances and protects IUCN's value by providing independent, risk-based and objective assurance, advice, and insight on the Secretariat's system of internal control, risk management and governance processes. In 2020 core work will consist of assurance work through internal audits, advisory, consulting, and investigation services. An initiative will continue to modernise the internal OU's architecture and this will include developing data analytics and artificial intelligence (AI) capabilities. Substantive work is also planned to support the Director General in modernising the Secretariat's accountability and oversight architecture, primarily through: (i) designing a formal compliance programme, including a standard IUCN-wide approach for internal control self-assessments; and (ii) broadening IUCN's anti-fraud programme to enhance whistle-blower processes, and coverage on anti-bribery, anti-corruption, anti-money laundering, and dealing with sanctioned entities.

4.3 Resource Management, People and Culture

In the area of financial management, the first priority for the Chief Finance Officer is the development of a financial strategy and financial plan for the 2021-2024 Programme, the latter to be approved by Congress. The CFO will also contribute to the development of the IUCN Operational Plan. The finance function will support the rollout of the internal control framework and self-assessment process at the regional level, will continue with making improvements to management reporting and foreign exchange risk management. The Global Programme Operations Unit will deliver the Time Management System (TMS) – and monitor compliance with time recording across the Secretariat. It will continue its efforts to build capacity on and monitor full cost recovery according to the budget costing framework.

Major improvements in Information Systems were achieved in 2019, amongst them the successful upgrade of the ERP system and the CRM system, the deployment of Release 2 of Programme and Project Portal, the launch of the Commission System and Timesheet Management System, the integration of various modules of 2020 Congress Applications and the GWAN was setup in 10 new locations. During 2020, the Secretariat will continue to optimize the Global Wide Area Network (GWAN) and common infrastructure, and expand in new smaller locations. We will continue the implementation of a new Digital Workplace across GWAN locations. We will launch globally the new Timesheet Management System and continue the developments of the Commission System to support WCC 2020

requirements, as well as the integrations of 2020 Congress Applications. A new Knowledge Management approach focusing on ease of search of information within various IUCN repositories will be implemented as well. Managing and mitigating Cyber Security Risks will continue to be our priority as well as ensuring high availability and compliance for all our systems.

Human capital is the most precious resource of the IUCN Secretariat. Global HR has engaged on multiple layers of dialogues with appropriate stakeholders to release the IUCN Staff Rules in 2018. Activities that were already released were continuously monitored and further improved; for example, the 9-box model (talent matrix) was introduced as an enhancement to the 2019 talent reviews and slight modifications were made to previous guidelines in order to adapt to requirements and conditions – such as de-linking performance awards from the region/country/unit financial performance. Global HR was also able to release the very first Pay Gap Report for IUCN, and will continue to monitor the efforts in ensuring equitable compensation for our people. During 2019, the Human Resources Management Group activities included the Competency Framework and the Flexible Working Arrangement, 360-Degree assessment, engagement action plans, High Potentials and Emerging Leaders, promotions, pulse survey, and a comprehensive review of all Conditions of Service for all current locations. In 2020, Global HR will dedicate extensive support to the 2020 Congress, as well as continue developing the Career Development Framework, introduce an onboarding program for the Secretariat as well as introduce strategic workforce plans to assess current and future talent requirements that respond to dynamic programmatic changes. Furthermore, Global HR will roll-out mandatory training on sexual harassment and the Code of Conduct, enhance the existing human capital platform (HRMS) with new modules to be developed in-house and ensure the continuous consolidation of consistent application of HR policies and people practices across the Secretariat.

4.4 Communications

In addition to the ongoing delivery of core communications functions, the Global Communications Unit (GCU) will focus on three main efforts:
- Deliver the Congress communications strategy
- Enhance the visibility of IUCN in the CBD COP 15
- Revamp the IUCN website

Keeping to the 2020 Congress communications strategy, GCU will continue to build awareness around the Congress in an effort to drive participation and enhance its profile and impact. It will also lead on all communications efforts during and after the event, including carrying the Congress outcomes to CBD CoP15. This will include the efforts and assets produced in-house and through external contractors, exploiting our corporate channels and leveraging those of our Members and partners (e.g. National Geographic).

IUCN must be (and be seen to be) a key player in the development of the post-2020 architecture. GCU will work closely with the relevant parts of the Secretariat as well as with Commissions to enhance the visibility of IUCN's contributions. In particular, it will work to carry the messages that come out of Congress into COP 15 in October. This will entail the production of assets including video, Issues Briefs and the use of our online channels and the press (if newsworthy content is produced). GCU will also support the IUCN delegation to COP 15 through corporate channels.

The current IUCN.org website is five years old, and the Drupal open-source community providing the platform will stop supporting the platform in November 2021, putting the site at tremendous risk for attack and outages. This situation demands major renovations to the existing and overtaxed website system for it to continue to exist. These renovations of the IUCN website will take at minimum 18 months to implement including revisiting the architecture, design and functionality of the current website. Based on preparations done in 2018 and 2019, GCU will lead this multiple step process with support from GISG and in consultation with numerous IUCN constituencies both internal and external. These renovations depend on the budget availability.

Part II: THE IUCN BUDGET FOR 2020

1. Summary

The 2020 budget reflects a rising level of restricted income (project income) and a stabilization of the level of unrestricted income (core income)[13] as shown in figure 6 below.

Figure 6: Income trends, CHFm
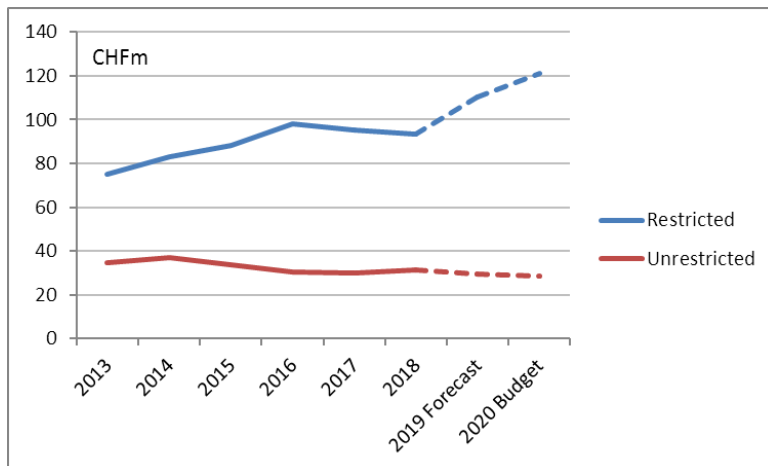
Unrestricted income comprises Membership dues, Framework income and other unrestricted income. Membership dues remain at a similar level to 2019 as does Framework income. There is a marginal increase in other unrestricted income reflecting growth in the Patrons of Nature initiative.

In respect of restricted income, 2017 and 2018 saw a levelling off project restricted income. Expenditure is forecast to increase in 2019 and 2020 in line with the growth in the project portfolio, as shown in figure 7.

Figure 7: project portfolio, gross contract values, CHFm
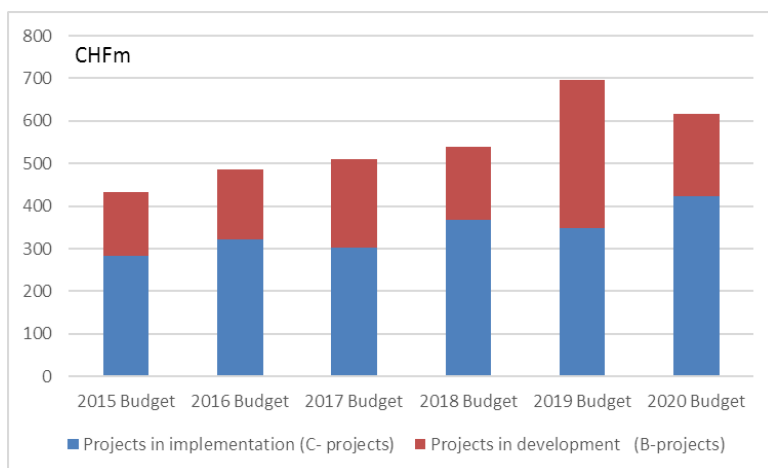
The current value of projects in implementation (C - projects) has increased compared to the comparable number for the 2019 budget and now stands at CHF 423m. In contrast, the value of projects under development (B –projects) has declined from CHF 346m to CHF 193m. This decline is a result of several factors: some projects have transitioned from B to C; some B – projects were unsuccessful

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

in securing funding; and some have been reclassified to concepts - an earlier phase in the project development cycle – following the implementation of a more rigorous classification system.

Growth of the portfolio continues to be 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.

The current value of the GEF portfolio is CHF 54m and this is set to rise to CHF 72m in 2020. The current value of the GCF portfolio is CHF 49m, set to rise to CHF 65m in 2020.

To date, two GCF projects have been approved: Guatemala (CHF 24m), and Kenya (CHF 25m). A further project – Sri Lanka (CHF 17m) – is expected to be approved in October 2019, followed by additional projects in 2020 and 2021 bringing the projected portfolio up to CHF 155m by the end of 2022.

Figure 8: Evolution of the GEF/GCF portfolio, CHFm
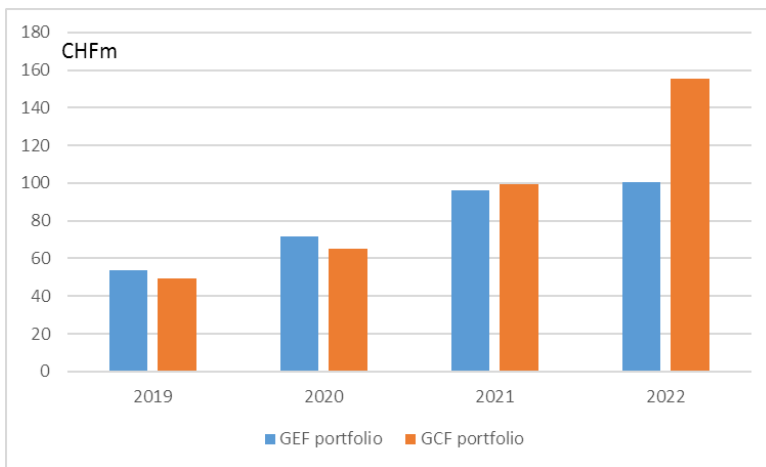
Figure 9 shows the evolution of agency fees earned for the GEF/GCF portfolio. Agency fees of CHF 2.2m are expected to be earned in 2020, a significant increase compared to the 2019 forecast of CHF 0.6m as implementation of approved projects speeds up.

Figure 9: Evolution of GEF/GCF agency fees, CHFm
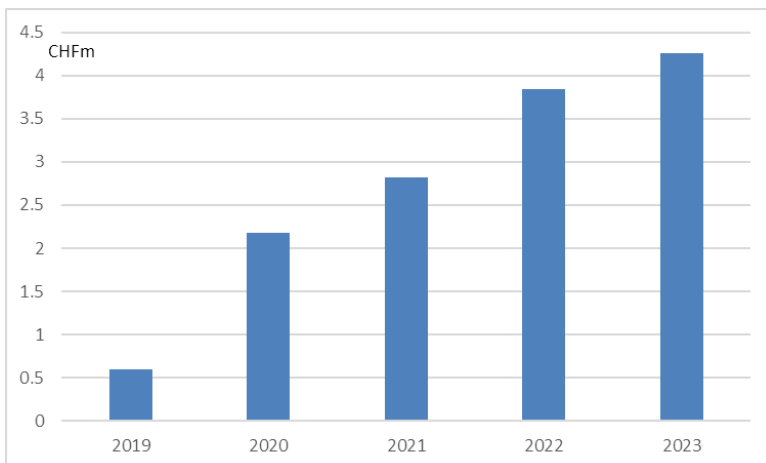
It is important to note that there is often a significant time lag – often up to one year - between project approvals and actual expenditure being incurred and this delays recognition of the agency fees. This has been factored into the projections.

In addition to funding from GEF and GCF significant resources are being received from the European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

Budget summary

Table 11 below shows the total budget broken down into its two components: the core budget (unrestricted) and the project budget (restricted).

Table 11: Budget summary

CHF m	2018 Actual	2019 Forecast	2020 Budget	2020 Plan
Core budget				
Income	31.4	29.6	28.7	29
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Expenditure	68.6	69.2	68.2	67
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**
Project budget				
Income	**93.4**	**110.4**	**120.9**	**128**
Expenditure	57.5	71.9	82.2	89
Cost recovery	35.9	38.5	38.7	39
Total expenditure	**93.4**	**110.4**	**120.9**	**128**
Operating result	**-**	**-**	**-**	**-**
Total budget				
Income	124.8	140.0	149.6	157
Expenditure	125.8	141.1	150.4	156
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

Note: cost recovery appears as income in the core budget and as expenditure in the project budget. It represents operating costs funded by project funds.

The budgeted operating result for 2020 is a deficit of CHF 0.8m. CHF 0.4m of this will be funded from designated reserves set aside in previous years to fund Congress costs and systems investments, and CHF 0.4m will be funded from general reserves. .

Total expenditure is budgeted at CHF 150.4m compared to a 2019 forecast of CHF 141.1m and actual expenditure of CHF 125.8m in 2018. The budget of CHF 150.4m compares to a 2017-20 Financial Plan projection of CHF 156m.

The core budget is similar to the forecast for 2019 and also in line with the Financial Plan. Total income, inclusive of cost recovery, is budgeted at CHF 67.4m.

The project budget shows a 10% increase compared to the 2019 forecast at CHF 120.9m, in line with the growth in the project portfolio.

2. Core income and expenditure

Table 12 below provides a breakdown of the core income and expenditure budget.

Table 12: Core income and expenditure

CHF m	2018 Actual	2019 Forecast	2020 Budget	2020 Plan
Membership dues (net of provisions)	12.7	11.9	11.7	13
Framework income	11.2	11.2	11.2	10
Other unrestricted income	7.5	6.5	5.8	6
Total core income	**31.4**	**29.6**	**28.7**	**29**
Cost recovery	36.2	38.5	38.7	39
Total income	**67.6**	**68.1**	**67.4**	**68**
Operating expenditure	66.6	68.6	67.2	67
Other income and expenditure	2.0	0.6	1.0	-
Total expenditure	**68.6**	**69.2**	**68.2**	**67**
Operating result	**(1.0)**	**(1.1)**	**(0.8)**	**1**
Transfers (to)/from designated reserves	(0.6)	1.1	0.4	-
Surplus/(deficit)	**(1.6)**	**0.0**	**(0.4)**	**1**

The budgeted operating result for 2020 is a deficit of CHF 0.8m and a deficit of CHF 0.4m after taking into consideration transfers from designated reserves to fund 2020 expenditure.

2.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income. Core income is budgeted at CHF 28.7m, in line with the 2019 forecast and the 2020 plan.

2.2 Membership dues

Table 13 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 13: Membership dues (CHF m)

CHF m	2018 Actual	2019 Forecast	2020 Budget
Membership dues	12.8	12.4	12.2
Provision for non-payment	(0.1)	(0.5)	(0.5)
Net Membership dues	**12.7**	**11.9**	**11.7**

Gross Membership dues are budgeted at CHF 12.2m, slightly lower than the forecast for 2019 which includes above average payment of arrears. A provision of CHF 0.5m (2019: CHF 0.5m) 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 11.2m (2019 forecast: CHF 11.2m).

Of the total, CHF 10.4m is secured and based on signed agreements. The remainder is dependent on signing annual 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 11.2m, CHF 2.3m is programmatically restricted.
No amounts have been budgeted for new framework partners that may join IUCN in 2020, although new relationships with potential partners will continue to be explored.

Framework income include in-kind contributions (seconded staff) of CHF 0.9m.

2.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 5.8m. This comprises various items as shown in table 14.

Table 14: Other unrestricted income

CHF m	2018 Actual	2019 Forecast	2020 Budget
Government tax exemptions	1.5	1.5	1.5
Rental income and services	1.7	1.7	1.5
Patrons of Nature	0.7	1.1	1.3
GEF and GCF agency fees	0.1	0.5	-
Deferred income	0.5	0.5	0.5
Other income	3.0	1.2	1.0
Total	**7.5**	**6.5**	**5.8**

The key items are the value of government tax exemptions in respect of expatriate staff resident in Switzerland and Germany (CHF 1.5m) and rental and service fee income received from Ramsar and tenants in the Headquarters building and in regional offices (CHF 1.5m). Patrons of Nature are expected to contribute CHF 1.3m in 2020. IUCN currently has 11 patrons that provide financial contributions and this is expected to increase further in the latter part of 2019 and in 2020.

GEF and GCF agency fees are budgeted under cost recovery in 2020 and are discussed in section 3.1.

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 is budgeted at CHF 67.2m compared to a 2019 forecast of CHF 68.6m (Table 15).

Table 15: Operating expenditure

CHF m	2018 Actual	%	2019 Forecast	%	2020 Budget	%
Staff costs	**53.1**	**80%**	**55.0**	**80%**	**54.4**	**81%**
Communication & publication costs	0.3	0%	0.2	0%	0.3	0%
Consultancy & prof. services	2.3	3%	1.9	3%	1.7	3%
Office costs	3.9	6%	4.3	6%	3.9	6%
Travel, hospitality & conferences	3.1	5%	3.5	5%	3.3	5%
Equipment costs	3.4	5%	3.4	5%	3.4	5%
Grants to partners	0.5	1%	0.2	0%	0.2	0%
Total other costs	**13.5**	**20%**	**13.6**	**20%**	**12.8**	**19%**
Total	**66.6**	**100%**	**68.6**	**100%**	**67.2**	**100%**

The distribution of expenditure is similar to that of 2019 and 2018. 81% of costs are staff costs and 19% other costs.

Staff costs are similar to 2019 despite a 10% growth in project expenditure. This reflects a shift in the delivery model whereby a greater of proportion of projects are implemented by partners. For example, implementation of GEF and GCF project only requires a marginal increase in staff costs for significant increases in project expenditure.

2.6 Other income and expenditure

Other income and expenditure is budgeted at CHF 1.0m (Table 16). It comprises provisions to cover operational risks such as adverse movements in foreign exchange rates and project deficits and a provision of CHF 0.4m to fund the costs of the 2nd World Environmental Law Congress organised by the IUCN World Commission on Environmental Law (WCEL) in the event that these costs cannot be covered by fundraising.

Table 16: Other income and expenditure

CHF m	2018 Actual	2019 Forecast	2020 Budget
Foreign exchange	0.5	0.3	0.3
Project deficits and other write offs	1.1	0.2	0.2
Other income and expenditure	0.4	0.1	0.1
WCEL Congress	-	-	0.4
Total expenditure	**2.0**	**0.6**	**1.0**

2.7 Transfers to/(from) designated reserves

IUCN makes annual allocations from income to designated reserves to cover the costs of future events, e.g. Congress. These allocations are then released in the year that expenditure is incurred. The 2019 budget included a release from designated reserves of CHF 1.1m to cover expenditure related to Regional Conservation Fora (RCFs), Congress 2020 preparation costs, the External Review and information systems investments.

In 2020, CHF 0.4m will be used from designated reserves to fund Commission activities at the 2020 Congress and other events (CHF 0.2m) and expenditure on information systems (CHF 0.2m).

No allocations to designated reserves are proposed as part of the 2020 budget.

Table 17: Allocations to/(from) designated reserves

CHF m	2018 Actual	2019 Forecast	2020 Budget
World Conservation Congress and RCFs	0.3	(0.7)	-
External and Governance Review	0.1	(0.1)	
Information Systems Investments	-	(0.2)	(0.2)
Commission Operating Funds	0.2	(0.1)	(0.2)
Other	-	-	-
Total expenditure	**0.6**	**(1.1)**	**(0.4)**

2.8 Allocation of Core Income

Table 18 shows the total core expenditure budget and how each of the different components is funded.

Table 18: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programmme support	Corporate support	Total 2020
Total expenditure	**27.5**	**20.6**	**9.0**	**10.7**	**67.8**
Funding					
Membership	2.2	-	4.6	4.9	11.7
Framework	3.2	6.5	1.5	-	11.2
Other unrestricted	0.9	0.6	0.4	3.9	5.8
Core income	**6.3**	**7.1**	**6.5**	**8.8**	**28.7**
HQ indirect cost recovery			-	1.6	1.6
Cost recovery	21.3	13.5	2.2	0.1	37.1
Cost recovery	**21.3**	**13.5**	**2.2**	**1.7**	**38.7**
Allocations from reserves	-		0.2	0.2	0.4
Transfers/adjustments	(0.1)		0.1	-	-
Total funding	**27.5**	**20.6**	**9.0**	**10.7**	**67.8**

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 programme 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. A significant part 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 Union and programme support 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 19 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 120.9m compared to a forecast level of CHF 110.4m in 2019. This represents a growth of 10%, which is in line with the growth in the project portfolio.

Table 19: Project income and expenditure

CHF m	2018 Actual	2019 Forecast	2020 Budget	2020 Plan
Project income	**93.4**	**110.4**	**120.9**	**128.0**
IUCN activities	37.3	34.4	40.3	
Implementing partner activities	20.2	37.5	41.9	89.0
IUCN staff time	30.0	31.5	30.8	
Indirect costs	5.9	7.0	7.9	39.0
Total project expenditure	**93.4**	**110.4**	**120.9**	**128.0**

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

Figure 10: Project expenditure breakdown
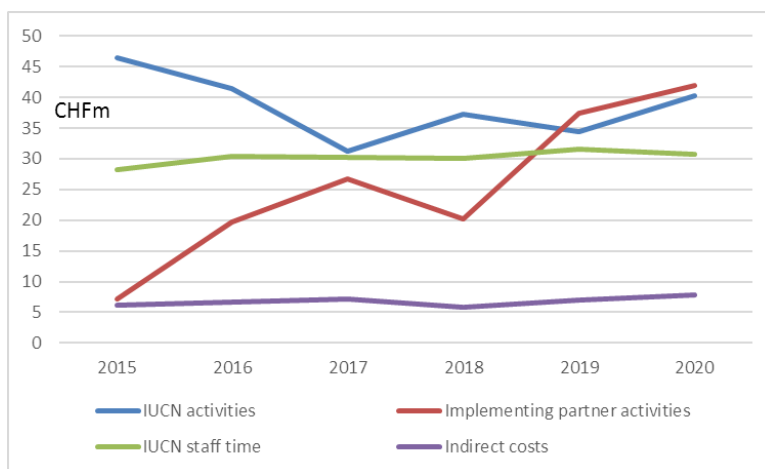
Expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and as a result of the development of the GCF portfolios. This represents a strategic shift that is expected to continue beyond 2020 as funding from GEF and GCF increases further.

Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 20.2m in 2018 to CHF 41.9m in 2020. The majority of this expenditure will be spent through IUCN members.

The budget reflects a growing project portfolio as shown in Figure 11.

Figure 11: IUCN project portfolio
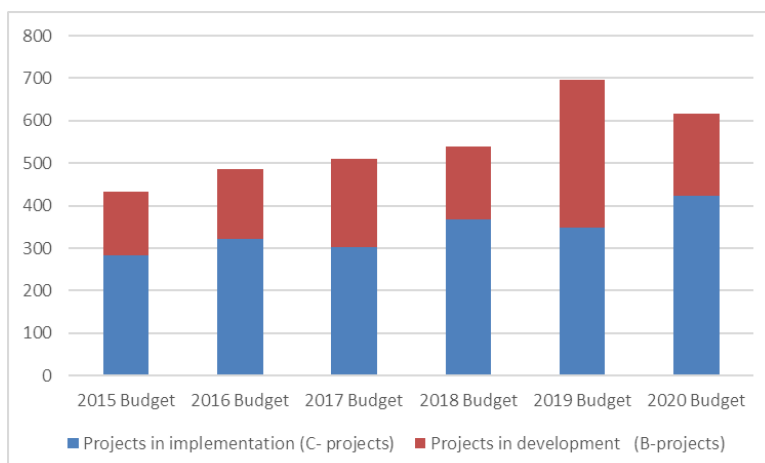
The total value of projects under implementation (C-projects) at the time of budget submissions that will continue into 2020 is CHF 423m, an increase of 21% compared to the level at the time of preparing the 2019 budget. The value of projects at the proposal stage (B-projects) is CHF 193m. B projects are contracts under negotiation that are expected to be signed during the remaining months of 2019 and during 2020. The total value of the B projects has declined by 44% since this point last year. This is a result of several factors, including the implementation of stricter review and approval processes for projects in development.

3.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects. Table 20 shows the 2020 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2019.

Table 20: Project expenditure and cost recovery

CHFm	2020 Budget				2019 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	69.6	12.6	82.2	68%	63.2	22.8	86.0	69%
Staff time	25.6	5.2	30.8	25%	21.9	9.6	31.5	25%
Indirect costs	6.4	1.5	7.9	7%	5.1	1.9	7.0	6%
Total project expenditure	**101.6**	**19.3**	**120.9**	**100%**	**90.2**	**34.3**	**124.5**	**100%**
	84%	16%	100%		72%	28%	100%	

Staff time. IUCN's unique set-up requires that IUCN staffs many of the projects that it 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 2020 projects fairly significant staff cost recovery (CHF 30.8m), 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 7%. 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 flat % 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 implementation will be 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 6.7m compared to CHF 11.5m in 2019. This represents a significant reduction in risk and increases the level of assurance that the total project budget will be achieved.

3.2 Total budgeted expenditure

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

Figure 12: Breakdown of total expenditure budget by organisational component
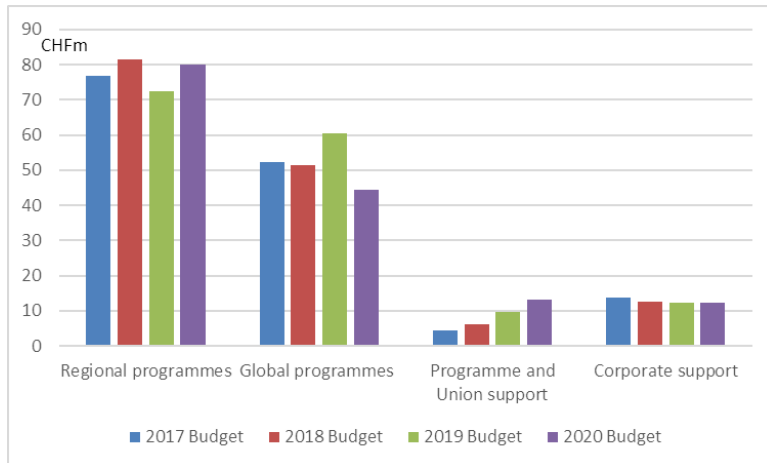
Total expenditure is budgeted at CHF 150m in 2020. Regional programmes show an increase of approx. 10% compared to the 2019 budget, whereas global programmea show a decrease. The growth in regional programmes reflects growth in the GEF and GCF portfolio, which are administered regionally with technical support from global programmes. Global programmes generate significant amounts of income to be spent at the regional level – these amounts are included under Regional programmes.

Programme and Union support also shows an increase due to Congress activities which will exceed CHF 5m in 2020.

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.

Figure 13: Total expenditure by programme area and support functions, CHFm
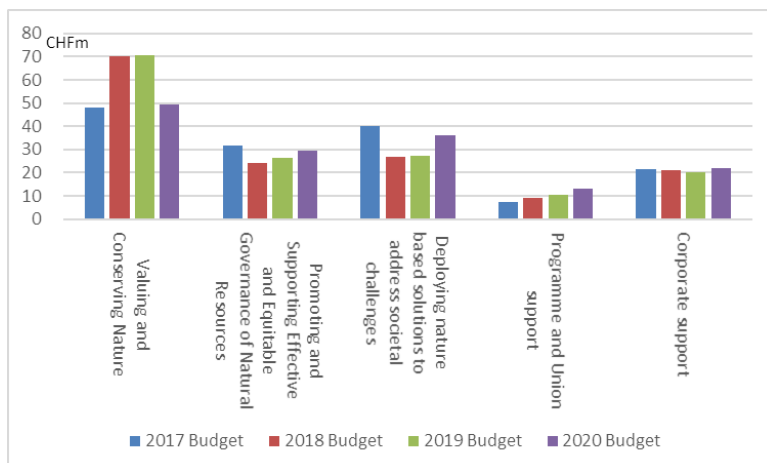
For the 2020 budget, Valuing and Conserving Nature represents the largest area of expenditure (CHF 49m), followed by Deploying Nature-based Solutions (CHF 36m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 30m).

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

Figure 14: Programme and Union Support by function
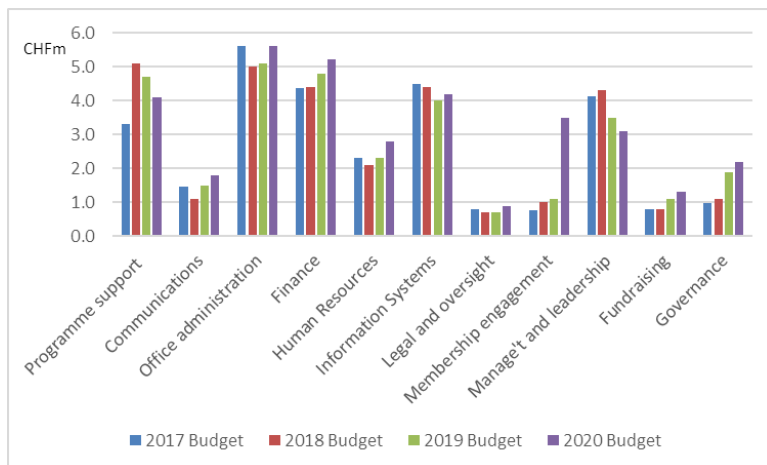
For the 2020 budget, the total cost of programme and Union support is CHF 12.9m and corporate support CHF 21.8m. This is the cost of these functions across the global Secretariat, including regional and country offices, and irrespective of funding source. Governance costs and Membership engagement costs are significantly higher in 2020 compared to previous years as a result of the Congress.

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 shows trends in staffing levels from the year 2013 to the present date. A decrease in total staff numbers from 823 to 792 is foreseen in 2020, a decline of 4%. Staff in Gland are projected to decrease from 162 to 150 during the course of 2020. The reduction is partially attributable to temporary Congress positions that will end in mid 2020 and also to a reduction in the number of programme positions in HQ.

Figure 15: Secretariat staff
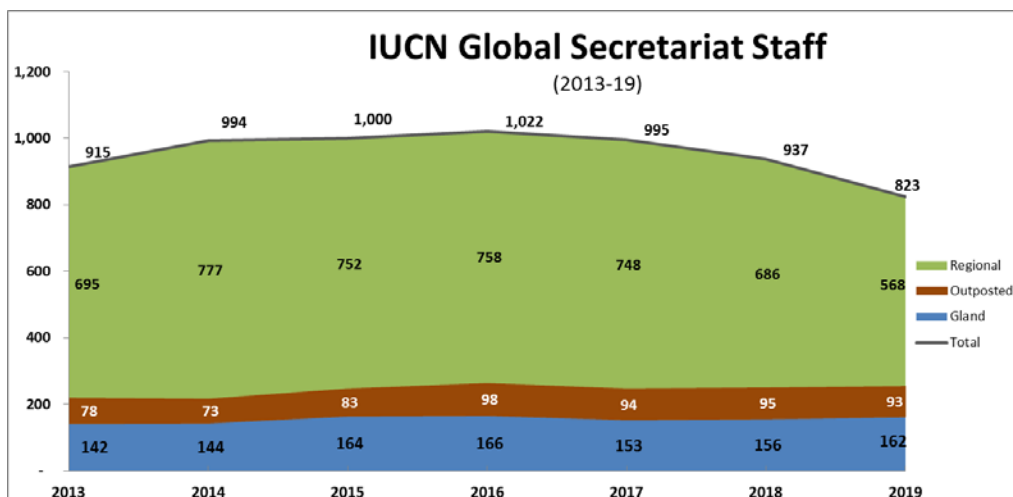
The total budgeted 2020 staffing cost is CHF 54.4m (2019 Budget CHF 55m). Staff costs are budgeted to be funded as shown in Figure 16.

Figure 16: Funding of staff costs
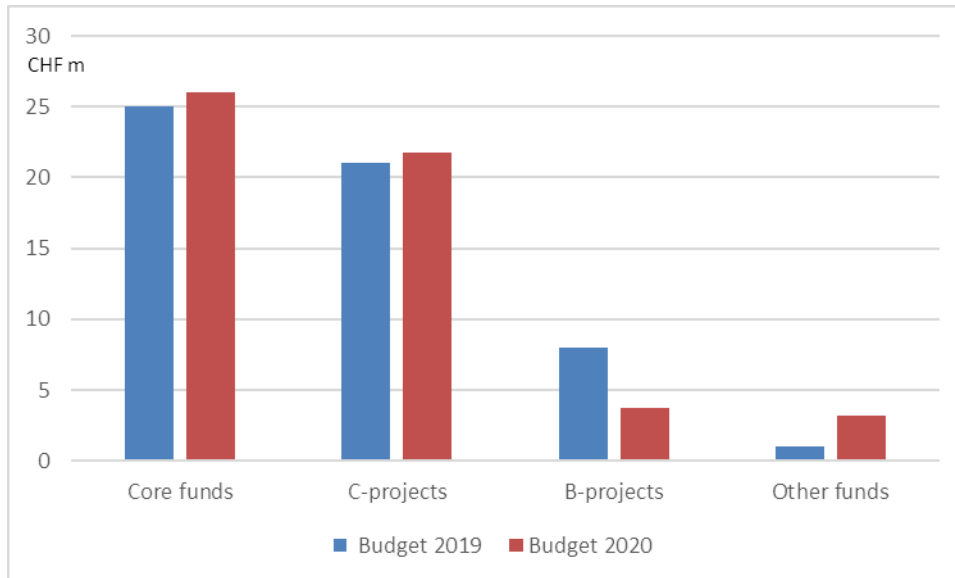
Staff costs funded by core funds is budgeted to increase slightly from CHF 25m in 2019 to CHF 26m in 2020. This is partly due to additional Congress positions and also positions funded by the French and Korean governments. CHF 4m is budgeted to be funded from B-projects, i.e. projects currently under negotiation/development. This is a significant reduction compared to 2019 when the figure was CHF 8m. It represents a significant reduction in risk, as the overall percentage of staff funded by secured funding is higher.

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 21 shows the status of major initiatives:

Table 21: Information systems initiatives

Initiative	Description	Current status	2020 plan
Global Wide Area Network (GWAN)	Standardised IT network allowing remote 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 Skype for Business and video-conferencing.	Implemented in all regional and outposted offices. Solution developed for small offices and rolled out to 9 locations	Continue rollout of solution to 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. On-line workflow for project appraisal and approval implemented.	Development of outward facing portal to provide on-line access to donors, partners and other stakeholders.
Time Management Systems	Global system for the recording and approval of staff time and budget verification.	System developed and currently being piloted.	All offices top start using the system as of 1 Jan 2020.
ERP system	Finance, procurement, grant management and administration system.	Finance system upgraded from v 2009 to v 2017. Implementation of global e-banking solution in progress. Automated distribution of project and management reports implemented.	Continue implementation of e-banking rollout. Implement improvements to procure to pay process. Continued improvement of reporting capabilities.
Electronic signatures	System for electronic signature of internal and external documents through workflow processes.	DocuSign selected and to be deployed globally within IUCN by end 2019.	Monitor and support.
Union Applications	Includes: Union Portal, CRM, Commission Management System (CMS) and HRMS.	v1.0 of CMS implemented. New CRM (customer relationship management) tool implemented. Support provided for external development of Congress applications.	Further development of CMS for post Congress renewals. Upgrade of Union Portal with improved functionality. Continued support of congress applications.
Running Secretariat global applications	Ensures that all global systems and applications are available for all users in a compliant and secure way. Includes the Data Centre in Gland and the Disaster Recovery Centre in Meyrin.	Upgrade of application servers and storage hardware to host all upgraded applications. Ensured that all 2017 and 2018 external audit points were fixed for compliance of Financial reporting.	Upgrade Data centre network switches. Ensure that all 2019 external audit points are fixed.

The costs of all of the above are included in the Global Information Systems Unit budget (Total for all services including new initiatives: CHF 3.7m) 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 22 shows IUCN's balance sheet at the end of 2018 and the forecast balance sheet at the end of 2019 and 2020. Cash balances are forecast to decline by the end of 2019 as they were unusually high at the end of 2018 due to the high inflow of advances from donors towards the year end. Cash balances are expected to increase during 2020 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 and 2020, reflecting the progressive shift to working through partners for project implementation.

Table 22: Forecast balance sheet

	2018 Actual	2019 Forecast	2020 Forecast
	CHFm	CHFm	CHFm
Current assets			
Cash and short term bank deposits	48	40	42
Financial assets	16	17	17
Advances to implementing partners	14	15	16
Project agreement receivables	15	15	15
Other current assets	10	11	11
Total current assets	**103**	**98**	**101**
Fixed assets	29	28	27
	132	126	128
Current liabilities			
Accounts payable and accrued liabilities	14	14	14
Project agreement advances	62	57	60
Other current liabilities	4	4	5
Total current liabilities	**80**	**75**	**79**
Total provisions	6	6	6
Total non-current liabilities	27	26	25
Total reserves	20	19	18
Total liabilities and reserves	**132**	**126**	**128**

Figure 17 shows the movement in IUCN's reserves from 2013 and the projection to the end of 2020. Reserves are expected to fall from a level of CHF 19.9m at the end of 2018 to a level of CHF 18.3m at the end of 2020 as a result of the drawdown from designated reserves to fund the Regional Conservation Fora and Congress preparations. The long-term reserves target set by Council is CHF 25m.

Figure 17: UCN Reserves
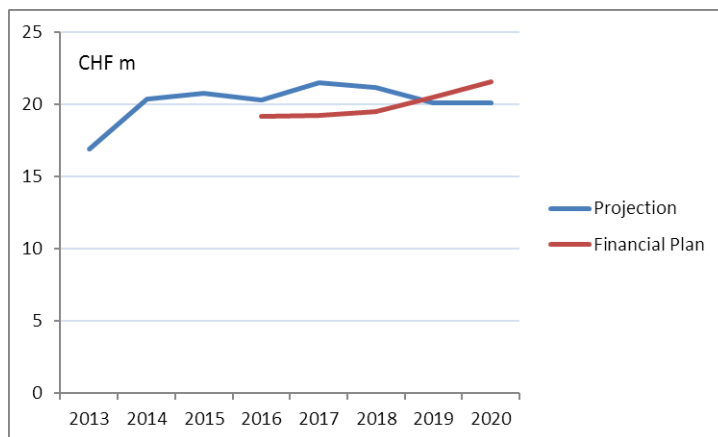
Part III: Risks Inherent in the Work Plan and Budget 2020

The main risks for 2020 are:

Delays in project implementation

Risk Level: Tier 2 – High. Project expenditure is budgeted at CHF 121m, a 10% increase on the 2019 forecast of CHF 110m. However, this is significantly higher than the level of CHF 93m achieved in 2018. 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 19m of project expenditure is budgeted to come from contracts not yet signed. This is significantly lower than the 2019 level of CHF 34m, representing a reduction in risk.

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 at the end of each quarter. If the level of conversions is low, budget modifications will be considered.

Risk Owner: Global and Regional Directors

Non-payment of membership dues

Risk Level: Tier 2 – High. 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 2020 budget for non-payment of membership dues. A Membership strategy has been developed and this will be rolled out during 2020. 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 2020 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects.

Risk response: In respect of the core budget, which is set in Swiss francs, the risk of foreign exchange losses is mitigated by a hedging strategy using forward currency contracts. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. 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

Process for identifying the members of the 2020 Congress committees

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/5

1. Once the Terms of Reference of all six 2020 Congress committees will have been approved by Council at its meeting in October 2019, the standing committees of the Council will be invited to identify qualified individuals for nomination as members of the 2020 Congress committees. The Congress Preparatory Committee (CPC) coordinates this process and forwards a proposal to Council in time for it to review the list at its 98th meeting in February 2020. Should it be necessary, this process will continue following the 98th Council meeting which may request the CPC to submit a complete proposal to the Bureau for approval in advance of the 2020 Congress.

2. The criteria for identifying candidates for 2020 Congress committees shall include, but not be limited to:

   - Be associated with a Member organization/institution or member of Council (current or previous);

   - A good mix between experience in past Congress(es) and new people;

   - Be registered for the Congress and as a result, does not require financial support to attend the Congress for the specific purpose of discharging duties as a Congress Committee member;

   - Gender and regional balance in each committee; gender and regional balance across the chairs of all Congress Committees;

3. The Standing Committees may suggest additional criteria specifically related to the field of work of the respective Congress Committee.

4. Council members will be invited to identify candidates.

5. Nomination of individuals as chair of a Congress committee shall be done in close consultation with the IUCN President.

6. The IUCN President formally nominates to Congress the members of the 2020 Congress Committees.

**Procédure harmonisée pour pourvoir les vacances aux postes de Trésorier,
de Président de Commission et de Conseiller Régional**
Approuvée par le Conseil de l'UICN, 97ème réunion, 19-22 octobre 2019, décision C97/8

Étapes	Trésorier	Président de Commission	Conseiller Régional
Préavis	Si les circonstances le permettent, le titulaire devra donner un préavis d'au moins trois mois avant que sa démission ne prenne effet.	Si les circonstances le permettent, le titulaire devra donner un préavis d'au moins trois mois avant que sa démission ne prenne effet.	Si les circonstances le permettent, le titulaire devra donner un préavis d'au moins trois mois avant que sa démission ne prenne effet.
Nomination intérimaire	Au besoin, le Conseil nommera un de ses membres à titre de Trésorier par intérim jusqu'à ce qu'il pourvoie au poste vacant.	Au besoin, le Vice-président de la Commission concernée assumera la présidence jusqu'à ce que le Conseil pourvoie au poste vacant.	N/A
Vacance survenant moins d'un an avant le Congrès	Si la vacance se produit moins d'un an avant le Congrès, le Conseil pourra nommer un de ses membres comme Trésorier s'il estime qu'il est inutilement confus ou difficile de lancer un appel à candidatures pour pourvoir un poste vacant en parallèle avec l'appel à candidatures pour l'élection du Trésorier.	Si la vacance se produit moins d'un an avant le Congrès et que le Conseil considère qu'il est inutilement confus ou difficile de lancer un appel à candidatures pour pourvoir un poste vacant en parallèle avec l'appel à candidatures pour l'élection aux postes de Président de Commissions, il pourra pourvoir le poste vacant à partir des recommandations par le Comité directeur de la Commission concernée d'un, ou au maximum deux, candidats, après consultation des membres de la Commission par son Comité directeur, dans l'esprit de l'article 30*bis* du Règlement.	Si la vacance se produit moins d'un an avant le Congrès, le Conseil pourra décider de ne pas la pourvoir s'il considère qu'il est inutilement confus ou difficile de lancer un appel à candidatures pour pourvoir un poste vacant en parallèle avec l'appel à candidatures pour l'élection aux postes de Conseiller régional.
Termes de référence (TdR)	Les Termes de référence pour le poste, y compris les responsabilités ainsi que les qualifications requises et exigences de celui-ci, seront ceux approuvés par le Conseil et joints à l'appel à candidatures pour l'élection au poste de Trésorier décrits à l'article 30 du Règlement, révisés au besoin pour tenir compte des circonstances prévalant au moment de la vacance.	Les Termes de référence pour le poste, y compris les responsabilités ainsi que les qualifications requises et exigences de celui-ci, seront ceux approuvés par le Conseil et joints à l'appel à candidatures pour l'élection au poste de Président de Commission décrits à l'article 30 du Règlement, révisés au besoin pour tenir compte des circonstances prévalant au moment de la vacance.	Les Termes de référence pour le poste, y compris les responsabilités ainsi que les qualifications requises et exigences de celui-ci, seront ceux approuvés par le Conseil et joints à l'appel à candidatures pour l'élection au poste de Conseiller régional décrits à l'article 37 du Règlement, révisés au besoin pour tenir compte des circonstances prévalant au moment de la vacance.

Identification des candidats	Le Conseil établira un Comité de sélection composé du Président, d'un ou plusieurs Vice-présidents proposés par le Président sur la base de compétences pertinentes, du Trésorier sortant ou du Trésorier par intérim, le cas échéant, du Président du Comité des finances et audit (CFA), du Conseiller de l'État où l'UICN a son siège, et d'un Conseiller supplémentaire. Dans un premier temps, tous les membres du Conseil seront invités à encourager les personnes qualifiées à présenter leur candidature au Comité de sélection. Si cela ne permet pas d'identifier de candidats qualifiés, le Comité de sélection demandera à la Directrice générale de lancer un appel à tous les Membres de l'UICN dans le monde, à jour de leurs cotisations. Le Comité de sélection présentera un seul candidat au Conseil pour approbation.	1. Le Président sortant ou Vice-président de la Commission concernée sera invité à créer un comité *ad hoc* au titre de l'article 30bis du Règlement et de communiquer à la Directrice générale (DG) et aux Vice-présidents agissant en tant que Comité des candidatures au titre de l'article 48 du Règlement les noms du président et des membres du Comité *ad hoc* de la Commission. 2. L'appel à candidatures de la DG sera envoyé à tous les Membres de l'UICN et aux membres de la Commission concernée. L'appel à candidatures indiquera explicitement que, par souci de brièveté, celui-ci constitue également l'invitation aux membres de la Commission prévue à l'article 30*bis* du Règlement, les invitant à soumettre au Comité *ad hoc* de la Commission les noms de candidats au poste de Président de la Commission. 3. L'appel à candidatures spécifiera la date limite avant laquelle les Membres de l'UICN et les membres de la Commission concernée pourront soumettre des noms directement au Comité de candidatures du Conseil (Article 30 du Règlement), ainsi que la date limite avant laquelle le comité *ad hoc* de la Commission devra transmette, avec l'approbation préalable du Comité directeur de la Commission, une liste comprenant jusqu'à deux candidats priorisés au Comité des candidatures (article 30*bis* du Règlement).	Le Conseil invitera tous les Membres de l'UICN de la région statutaire concernée, à jour de leurs cotisations, à soumettre des propositions de candidats. Les Vice-présidents, agissant en tant que Comité des candidatures en vertu de l'article 48(c)(ii) du Règlement, valideront les candidatures proposées par les Membres de l'UICN. Le Comité des candidatures présentera toutes les candidatures valides au Conseil.

		4. Le Comité des candidatures du Conseil présentera un seul candidat au Conseil pour approbation.	
Sélection des candidats	Le Conseil élira la personne qui occupera le poste de Trésorier pour le reste du mandat par vote électronique secret. S'il n'y a qu'un seul candidat, le Conseil décidera s'il confirme ce candidat au cours d'une de ses réunions ou par vote électronique.	Le Conseil élira la personne qui occupera le poste de Président de Commission pour le reste du mandat par vote électronique secret. S'il n'y a qu'un seul candidat, le Conseil décidera s'il confirme ce candidat au cours d'une de ses réunions ou par vote électronique.	Le Conseil élira la personne qui occupera le poste de Conseiller régional pour le reste du mandat par vote électronique secret. S'il n'y a qu'un seul candidat, le Conseil décidera s'il confirme ce candidat au cours d'une de ses réunions ou par vote électronique.

Members admitted by Council at its 97th meeting, 19-22 October 2019, decision C97/9

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Association Nature et Développement *(Nature and Development Association)*	NATUDEV	Burkina Faso	https://www.associationnatudev.org	NG	1) NG/25274 Association intervillageoise de Gestion des Ressources Naturelles et de la Faune de la Comoé-Léraba, Burkina Faso *(The Intervillage Association for Natural Resources and Fauna Managment of Comoé-Léraba)* 2) NG/25201 Centre Régional de Recherche et d`Education pour un Développement Intégré, Benin *(Regional research and Education Center for integrated Development)*	NATUDEV
	2	African Marine Mammal Conservation Organisation	AMMCO	Cameroon	https://www.ammco.org	NG	1) NG/25796 Environment and Rural Development Foundation, Cameroon 2) NG/25800 Réseau des Acteurs de la Sauvergarde des Tortues Marines en Afrique centrale, Congo DRC *(Central African Network for Sea Turtle Conservation)*	AMMCO
	3	Alliance pour la Conservation des Grands Singes en Afrique Centrale *(Alliance for the conservation of great apes in Central Africa)*	Alliance GSAC	Cameroon	http://alliance-gsac.org/fr/	IN	1) NG/25772 Forêts pour le Développement Integral, Congo DRC *(Forest for Integral Development)* 2) NG/25408 Forêts et Développement Rural, Cameroon *(Forests and Rural Development)*	GSAC
	4	Dynamique des Groupes des Peuples Autochtones *(Dynamics of Indigenous Peoples' Groups)*	DGPA/RDC	Democratic Republic of the Congo	n/a	IP	1) NG/25746 Synchronicity Earth, United Kingdom 2) IN/24548 A Rocha International, United Kingdom	DGPA
	5	Femmes Solidaires *(Solidarity Women)*	FESO	Democratic Republic of the Congo	n/a	NG	1) NG/24857 Réseau pour la conservation et la réhabilitation des écosystèmes forestiers du Nord-Kivu, Congo RDC *(Network for the Conservation and Rehabilitation of Forest Ecosystems of North-Kivu)* 2) NG/25746 Synchronicity Earth, United Kingdom	FESO
	6	Fédération Paysanne KAFO *(KAFO Peasant Federation*	KAFO	Guinea Bissau	n/a	NG	GA/24947 Institute for Biodiverity and Protected Areas, Guinea Bissau NG/24743 Tropical Nature, Benin	25795_KAFO
	7	MBOU-MON-TOUR	MMT	Democratic Republic of the Congo	http://mboumontour.org/	NG	1) NG/24857 Réseau pour la conservation et la réhabilitation des écosystèmes forestiers du Nord-Kivu, Congo RDC *(Network for the Conservation and Rehabilitation of Forest Ecosystems of North-Kivu)* 2) NG/25746 Synchronicity Earth, United Kingdom	MMT

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	8	Hirola Conservation Programme	HCP	Kenya	https://www.hirolaconservation.org	NG	1) NG/624 People`s Trust for Endangered Species, UK 2) NG/25454 Rainforest Trust, USA	HCP
	9	Reseau des Associations de la Réserve de Biopshére Arganeraie *(Arganeraie Biosphere Reserve Network of Associations)*	RARBA	Morocco	www.rarba-tiznit.org	NG	1) NG/1163, Association Marocaine pour la Protection de l'Environnement et le Climat, Morocco *(Moroccan Association for Environment and Climate Protection)* 2) NG/25279, Association de Gestion Integrée des Ressources, Morocco *(Association of Integrated Resource Management)*	RARBA
	10	Partenariat Régional pour la Conservation de la zone côtière et marine en Afrique de l'Ouest *(Regional Partnership for the Conservation of the Coastal and Marine Area in West Africa)*	PRCM	Senegal	www.prcmarine.org	NG	1) NG/1506 Association sénégalaise des Amis de la Nature, Senegal *(Senegalese Association for Friends of Nature)* 2) NG/24682 Centre de Suivi Ecologique, Senegal *(Ecological Monitoring Centre)*	PRCM
	11	Lapalala Wilderness School	LWS	South Africa	https://www.lwschool.org/	NG	1) NG/24755 Birdlife, South Africa 2) NG/500 Endangered Wildlife Trust, South Africa	LWS
	12	South African Hunters and Game Conservation Association	SA Hunters	South Africa	www.sahunters.co.za	NG	NG/500 Endangered Wildlife Trust, South Africa NG/1080 Namibia Nature Foundation, Namibia	SA Hunters
	13	Africa Institute for Energy Governance	AFIEGO	Uganda	https://www.afiego.org	NG	1) NG/24738 ECOTRUST, Uganda 2) NG/25780 Busitema University Faculty of Science and Education Nagongera Campus, Uganda	AFIEGO
Meso and South America	14	Instituto Nacional de Bosques *(National Forestry Institute)*	INAB	Guatemala	https://www.inab.gob.gt	GA	*not required*	INAB
	15	Grupo Autónomo para la Investigación Ambiental A.C. *(Autonomous Group for Environmental Research A.C.)*	GAIA	Mexico	https://www.gaiaoax.org	NG	1) ST/25099 Secretaría de Medio Ambiente y Recursos Naturales, Mexico *(Ministry of Environment and Natural Resources)* 2) NG/24663 Instituto para el Desarrollo Sustentable en Mesoamerica, Mexico *(Institute for Sustainable Development in Mesoamerica)*	GAIA
	16	PRONATURA Noreste A.C.	PNE	Mexico	https://www.pronaturanoreste.org/	NG	1) NG/25512 PRONATURA Península de Yucatán, Mexico 2) NG/25032 Reforestamos Mexico	PRONATURA
	17	Asociacion Pro Cordillera San Rafael *(Pro Cordillera San Rafael Association)*	PROCASARA	Paraguay	https://procosara.org/en/	NG	1) NG/24653 Asociación Guyra Paraguay Conservación de Aves, Paraguay *(Guyra Birds Conservation Association in Paraguay)* 2) NG/1301 Fundación Moises Bertoni, Paraguay	PROCASARA
	18	Federación por la Autodeterminación de los Pueblos Indígenas *(Federation for the Self -Determination of Indigenous Peoples)*	FAPI	Paraguay	www.fapi.org.py	IP	NG/24653 Asociación Guyra Paraguay Conservación de Aves (GUYRA), Paraguay NG/24967 Asociación para la Conservación, Investigación de la Biodiversidad y el Desarrollo Sostenible, SAVIA, Bolivia (Association for Conservation, Biodiversity Research and Sustainable Development)	FAPI
North America & the Caribbean	19	Atlanta Botanical Garden	ABG	United States of America	https://www.atlantabg.org	AF	1) NG/25554, Cornell Botanic Gardens, USA 2) NG/25499 American Public Gardens Association, USA 3) AF/25562 Desert Botanical Garden, USA	ABG
	20	Gordon and Betty Moore Foundation	0	United States of America	www.moore.org	NG	NG/550 WWF, USA NG/25220 Biodiversity Funders Group, USA	Moore
	21	Jackson Wild (Jackson Hole Wildlife Film Festival)	Jackson Wild	United States of America	https://www.jacksonwild.org/	NG	1) NG/25321 PCI-Media Impact, USA (S. Southey, CEC Chair) 2) NG/25609 National Whistleblower Center, USA 3) IN/1317 International Fund for Animal Welfare, USA	Jackson Wild

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
South and East Asia	22	Community-Based Conservation and Development Research Center	CCDRC	China	http://www.ccdrc.com.cn/	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	CCDRC
	23	International Alliance of Protected Areas	IAPA	China	http://www.iapa.pub/	NG	1) NG/25179 Friends of Nature, China 2) NG/25377 Chengdu Bird Watching Society, China 3) Nature Conservancy China Programme on behalf of NG/194 Nature Conservancy, USA)	IAPA
	24	International Network for Bamboo and Rattan	INBAR	China	https://www.inbar.int/	AF	1) NG/25184 Chinese Society of Forestry, China 2) NG/25045 Beijing Forestry Society, China	INBAR
	25	SEE Foundation	SEE	China	www.see.org.cn	NG	NG/25487 China Mangrove Conservation Network, China NG/25182 Shan Shui Conservation Center, China	SEE
	26	The Society of Canton Nature Conservation	SCNC	China	www.hinature.org	NG	NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	SCNC
	27	Digo Bikash Aviyaan Kendra *(Sustainable Development Initiative Centre)*	SDIC	Nepal	n/a	NG	1) NG/25379 Green Governance, Nepal 2) NG/1044 Environmental Camps for Conservation Awareness, Nepal	SDIC
	28	Prakritikaa saathiharu *(Friends of Nature)*	FON	Nepal	www.fonnepal.org	NG	1) NG/25379 Batabaraniya Susan Karya Samuha, Nepal *(Green Governance Nepal)* 2) NG/25679 Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation, Nepal *(Small Mammals Conservation and Research Foundation)*	FON
West Asia	29	Environmental Sciences Department	SUH-Env	Iraq	https://science.su.edu.krd/	GA	*not required*	SUH
	30	Kuwait Water Association	KWA	Kuwait	www.kwa.org.kw	NG	NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan NG/25684 Horizon for a Green Environment, Jordan	KWA
	31	Sustainability for Nature Conservation	SNC	Yemen	http://natural-snc.org/	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	25705_SNC
Oceania	32	Predator Free 2050 Limited	PF2050	New Zealand	http://www.pf2050.co.nz	AF	1) National Committee of IUCN Members, New Zealand 2) Andrew Bignell, IUCN Councillor	PF2050

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
East Europe, North & Central Asia	33	Agjencia Kombëtare e Zonave të Mbrojtura (National Agency of Protected Areas in Albania)	NAPA	Albania	www.akzm.gov.al	GA	n/a	NAPA
	34	Public Foundation CAMP Alatoo	PF CAMP Alatoo	Kyrgyzstan	www.camp.kg	NG	1) NG/25668 Association of Nature Conservation Organizations of Tajikistan 2) NG/25168 Youth Ecological Movement–BIOM, Kyrgyzstan	PF CAMP
West Europe	35	Koninklijk Belgisch Instituut voor Natuurwetenschappen (Royal Belgian Institute of Natural Sciences)	RBINS	Belgium	www.naturalsciences.be	GA	n/a	RBINS
	36	ULB-Coopération (ULB-Cooperation)	ULB-C°	Belgium	www.ulb-cooperation.org	IN	1) NG/25743 Benin Ecotourism Concern, Benin 2) NG/25733 Association Togolaise pour la Conservation de la Nature, Togo (AGBO-ZEGUE NGO : Togolese Society for Nature Conservation)	ULB
	37	Institut de Recherche pour le Développement (French National Research Institute for Sustainable Development)	IRD	France	https://www.ird.fr	AF	1) ST/572 Ministère des Affaires étrangères et du Développement international, France (Ministry of Foreign Affairs and International Development) 2) AF/24642 Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France (Agricultural Research Centre for International Development) 3) Comité national français des Membres de l'UICN, France (National Committee of IUCN Members)	IRD
	38	Partenariat Français pour l'Eau (French Water Partnership)	PFE/FWP	France	www.partenariat-francais-eau.fr	NG	AF/25758 Agence française pour la biodiversité, France (French Biodiversity Agency) Comité national de l'UICN, France (IUCN National Committee, France)	FWP
	39	POLLINIS		France	www.pollinis.org	NG	1) NG/25108 INCA, Albania 2) NG/24938 Noé Conservation, France	Pollinis
	40	Asociacion para la Defensa de la Naturaleza y los Recursos de Extremadura (Association for the Protection of Nature and Resources of Extremadura)	ADENEX	Spain	http://www.adenex.org/	NG	1) NG/597 Lliga per a la Defensa del Patrimoni Natural (DEPANA), Spain (League for Natural Heritage Defense) 2) NG/1455 Fundación Naturaleza y Hombre, Spain (Foundation for Man and Nature)	ADENEX
	41	Fundacion Savia por el Compromiso y los Valores (Savia Foundation for Commitment and Values)	Fundacion Savia	Spain	http://fundacionsavia.com/	NG	1) NG 22525 Fundación Monte Mediterráneo, Spain 2) NG 882, Ecologistas en Acción, Spain (Ecologists in action) 3) NG 23896 Fundació Catalunya–La Pedrera, Spain 4) NG 25463 Grupo para la Rehabilitación de la Fauna Autóctona y su Hábitat (GREFA), Spain (Wildlife and Habitat Rehabilitation Group)	SAVIA
	42	Commonland	CL	The Netherlands	http://www.commonland.com	NG	NG/118 Dutch Society for the Preservation of Nature Monuments, The Netherlands NG/409 World Wide Fund for Nature - The Netherlands NG/24787 Union of Provincial Landscape Organisations, The Netherlands	25801_Commonland
	43	Stichting Black Jaguar Foundation	BJF	The Netherlands	www.black-jaguar.org	NG	IUCN National Committee of The Netherlands NG/23173 Law for a Green Planet Institute, Brazil	BJF
	44	Earth Champions Foundation	ECF	United Kingdom	www.earthchampions.org	NG	NG/1539 Bristol Clifton and West of England Zoological Society, United Kingdom NG/25543 TERRE Policy Centre, India	ECF
	45	The Jane Goodall Institute Global	JGI	United Kingdom	https://www.janegoodall.org/	IN	1) WWF - USA 2) Peter Cochrane, IUCN Councillor	JGIG

AF   Affiliates
IP   Indigenous peoples' organisations
GA   Government agencies
NG   National Non Governmental Organisations
IN   International NGOs

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application

Applications deferred by 97th Council, October 2019

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	46	Wildlife Direct Kenya	WLD	Kenya	www.wildlifedirect.org	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	WildlifeDirect
North America & the Caribb	47	Earth League International	ELI	United States of America	https://www.earthleagueinternational.org	NG	1) NG/25609 National Whistleblower Center, USA 2) NG/25824 Thinking Animals, Inc., USA	ELI
	48	Population Institute	PI	United States of America	https://www.populationinstitute.org/	NG	1) NG/25614 Margaret Pyke Trust, UK 2) NG/25592 PHE Ethiopia Consortium, Ethiopia	PI
South and East Asia	49	Intl. WeLoveU Foundation	WeLoveU	Korea, Republic of	www.intlweloveu.org	IN	NG/621 Ecological Society of the Philippines NG/25157 Daejayon, Korea (RK)	WeloveU
	50	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	www.greenhub.org.vn	NG	NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental Studies, Vietnam	GreenHub
West Europe	51	Flemish Institute for Technology Research	VITO	Belgium	www.vito.be	AF	n/a	VITO
	52	Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests)		France	www.alliance-preservation-forets.org	NG	1) NG/771 WWF France 2) AF/24642 Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France (Agricultural Research Centre for International Development)	APF
	53	Fédération Française de Spéléologie (French Federation of Speleology)	FFS	France	www.ffspeleo.fr	NG	NG/1535 Fédération des parcs naturels régionaux de France (Federation of Natural Regional Parks of France) NG/843 Fédération Française des Clubs Alpins et de Montagne, France (French federation of alpine and mountain clubs) NG/25129 Conservatoire d'espaces naturels, France (French Federation of Natural Areas Conservatories)	FFS
	54	International Federation of Landscape Architects	IFLA	France	https://www.facebook.com/IFLAWorld/	IN	1) GA/565 Canadian Museum of Nature, Canada 2) IN/22331 Society for Ecological Restoration (SER), USA + Europe chapter	IFLA
	55	Nederlandse Vereniging van Botanische Tuinen (Dutch Association of Botanical Gardens)	NVBT	The Netherlands	www.botanischetuinen.nl	NG	1) NG/25704 Stichting Floristisch Onderzoek Nederland, Floron, The Netherlands (Dutch Botanical Research Foundation) 2) National Committee of IUCN Members, the Netherlands	NVBT
	56	The Chamber of Forest Engineers of Turkey	OMO	Turkey	www.ormuh.org.tr	NG	ST/1210 Ministry of Agriculture and Forests, Turkey NG/24681 WWF, Turkey	OMO

applications submitted by 31 March 2019

AF			
Affiliates	GA	*Government agencies*	IN	*International NGOs*
IP	*Indigenous peoples' organisations*	NG	*National Non Governmental Organisations*	

Nominations Committee of Council

Terms of Reference

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/11

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in June 2020. The duties of the Nominations Committee will be as follows:

a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of 11 December 2019.

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

c) Collect biographical information and reference material on candidates.

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

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

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

e) Make short lists for each position.

f) Formulate recommendations for submission to Council at its 98th meeting in February 2020.

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

h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations.

i) Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

IUCN

97th Meeting of the IUCN Council, 19-22 October 2019

PROGRAMME AND POLICY COMMITTEE (PPC)

50th Meeting, 19-20 October 2019

Report to Council

Approved by the IUCN Council during its 97th meeting, 19-22 October 2019, decision C97/12

PPC members in attendance: Jan Olov Westerberg (Chair), Amran Hamzah (Deputy Chair), Peter Cochrane, Jonathan Hughes, John Robinson, Ana Tiraa, Natalia Danilina, Michael Hosek, Angela Andrade, Sean Southey, Kristen Walker.

Commission Deputy Chairs: Madhav Karki, CEM

IUCN Staff in attendance: Cyrie Sendashonga, Jane Smart, Stewart Maginnis, Charles Lor, Juha Siikamaki, Tom Brooks, Alvaro Vallejo, Sonia Peña Moreno

Report writers and support: David Goodman, Victoria Romero, Sandeep Sengupta, Michelle Frausing, Ella Diarra, Dao Nguyen, Raphaëlle Flint, Leonor Ridgway

Opening of the meeting, Saturday 19th October 2019

The PPC Chair, Jan Olov Westerberg, opened the meeting and welcomed members of PPC and staff. The Chair recalled the order of the agenda to follow.

The Chair then mentioned that under AOB an item regarding the "trophy hunting incident" over the last week will be added. When this item is discussed, the Chair and Deputy Chair of the WCEL will be invited to join PPC as well as the Chair of the GCC.

Peter Cochrane reminded PPC of the letter sent by a number of Members to all Councilors on 18 October expressing concerns about the IUCN synthetic biology process including the proposed Council sponsored-motion (which follows-up to Resolution 086 from Hawai'i). The Chair suggested addressing this issue under AOB.

Cyrie Sendashonga, Global Director for Programme and Policy, recalled another item to be considered under AOB following a message received from a Member in West Asia who asked for an update on the implementation of Resolutions related to conservation and conflict (more specifically: RES 3.046 from 2004 and RES 4.097 from 2008).

Kristen Walker Painemilla, Chair of CEESP, asked for a short report on status of the flagship reports to be put in the agenda under AOB.

The PPC decided to accept the agenda with this addendums.

PPC/1	**Draft IUCN Work Plan 2020, incl. the Commissions' Work Plans 2020, for submission to Council for approval**	DEC
	Purpose of the agenda item The Programme and Policy Committee is invited to consider the IUCN 2020 Work Plan and Budget, including the Commissions' Work Plans, and provide recommendations to the Council, for its adoption.	

	Brief summary of the discussion Charles Lor (Head, Planning, Monitoring & Evaluation Unit) presented the draft IUCN Work Plan for 2020, the fourth and final year of implementation of the IUCN Programme 2017-2020. He highlighted 3 main issues: • There has been excellent progress in meeting the programme targets. By the end of the quadrennial programme, it is expected most targets will be achieved. • Substantial increase in portfolio expected in 2020, to exceed CHF400 million. The B-list will shrink in favour of a larger number of C-list projects. • The next year will be challenging in that we have to deliver a very successful IUCN Congress, and continue delivering high quality programme results. Charles also welcomed feedback as to how would the Council like to see progress reported for the next Programme. The Chair reminded members of the PPC that the focus will be principally on the work plan, as the FAC will address the budget, and the two elements will be brought together during the full Council meeting. Members of the PPC appreciated the excellent work of the Secretariat to improve the reporting structure during the past few years. Angela Andrade, Chair of CEM, noted however, improvements are needed to better integrate the work of Commissions. She specifically highlighted recent developments in the Red List of Ecosystems. Reflecting on the current Programme and aspects to improve in the future, Councillors commented that it lacked a system to integrate and connect all the activities in a "big picture" and a more unifying narrative about what IUCN as a Union is doing to change the world. A member suggested that this may have to do with a focus on performance rather than impact, and that future iterations of the work plan and reports should be careful to separate out outputs, outcomes, and impacts more consistently. The concept of "plausible attribution" as a way to think about linking performance to impact was introduced. Cyrie Sendashonga clarified that a full report on achievements and impacts of the 4-year programme will be provided during Congress when a report is provided highlighting main achievements, including influencing and impact, on a quadrennial time frame. The exercise under consideration in this meeting is the annual workplan with a progress report on last year's implementation status and what is planned for next year to complete the full cycle. Some members suggested that consideration should be given to how the targets are connected to one another, whether some targets are unrealistic, and whether we scrutinize some targets more strictly than others. The discussion also touched on the need to better engage the Members in this process, since the work plan and achievements speak to the Union as a whole. Addressing specific questions on the document under consideration, the Committee noted that much of the budgeted funds for 2020 will be allocated at the national or regional level, and also noted that the number of projects has reduced, while their volume and duration has increased, suggesting that the move from retail to wholesale. On the latter, the Secretariat confirmed that the trend is driven in part by IUCN's role as an implementing agency for large multilateral funds, and as for the allocation of the budget, this highlights IUCN's unique convening power and the development of knowledge projects, rather than local implementation. It was suggested this be reflected in the document. *Conclusions* The IUCN Council, On the recommendation of the Programme and Policy Committee, ***approves*** the IUCN 2020 Work Plan including the Commissions' Work Plans.	
PPC/2	**Specific Programme and Policy issues**	

PPC/2.1	**Progress report from the Post 2020 Global Biodiversity Framework Task Force** *(meeting on 19 October from 19:00)* This item was discussed together with item 3 on the Draft IUCN Programme 2021-24 and the 5Rs approach.	INF
PPC/2.2	**Report from Council's Global Oceans Focal Person** *Purpose of the agenda item* Peter Cochrane, Council's Global Oceans Focal Person, provided an update on oceans since the last meeting in March 2019. *Brief summary of the discussion* Peter Cochrane made a presentation in which he highlighted key updates that have occurred, including the 6th World Ocean Summit in March 2019, BBNJ negotiations progressing, work on deep-sea mining regulations by the International Seabed Authority and work on Blue Bonds. He highlighted the recent Special Report on the Ocean and Cryosphere by IPCC published in September 2019, which has added confidence levels to a lot of what was already suspected. He also showed what has not changed since the previous PPC meeting in March 2019, including the continued rise of greenhouse gas emissions and rising pollutants. He emphasized that if the prognosis for the ocean was previously poor, it is now bad if we do not do anything. He highlighted key actions that need to happen: • Reach zero net greenhouse gas emissions. • Reduce plastic use and minimise waste – transformational change needed for production, use, consumer behaviour, recycling and reuse. • More effectively regulate/manage impacts of extraction (fishing, mining). • Better integrate ocean governance. • Increase funding and capacity building. He noted that we have now passed the point of return to some prior state. We are on a new trajectory no matter what we do. Finally, he highlighted some steps in the right direction, including BBNJ, the growing number of Marine World Heritage Sites and an increased focus on plastic pollution. IUCN is also making multiple steps in the right direction, including the production of knowledge products and guidelines (including the Red list of Corals and the Red List of Ecosystems), and an increased engagement in oceans from Patrons of Nature. The challenge is now to harness this interest from Patrons. He also noted that more clarity is needed over next months on our exact ambitions for marine issues. He highlighted that the Council now has an opportunity to keep a strong coherent focus on oceans issue and finally highlighted upcoming activities. PPC felt that this was a very good report on oceans, but noted that it painted a true, but depressing picture. There were queries from the PPC on how blue bonds work and they agreed that it would be good to include a session on this in the future. Angela Andrade, Chair of CEM, noted a few issues and events that were not mentioned in the presentation, including: • The UN Decade of Ocean Science for Sustainable Development. • Work on the Red List of Seagrasses which was presented in the recent SSC Leader's meeting in Abu Dhabi (6-10 October 2019). • The development of the Red List of Mangroves. Jane Smart, Global Director, Biodiversity Conservation Group, noted that the Post 2020 Global Biodiversity Framework must go beyond CBD. We need relevant content on the marine environment from across all Commissions and Programmes.	INF

	Ana Tiraa noted that research on deep sea ocean mining is coming from companies who do not necessarily view it from an environmental side. Peter reiterated that IUCN is deeply involved in the BBNJ process. Jonathan Hughes queried whether IUCN could think about a vision for oceans, such as has been done for agriculture. What role does IUCN play in articulating such a vision and is it already done by others? Stewart Maginnis, Global Director, Nature-based Solutions, noted that IUCN is well placed to look at this and that we need to start seeing this in a more holistic way. It is no longer just the concern of the Global Marine Programme. *Conclusions* The Programme and Policy Committee ***notes with appreciation*** the update on oceans and ***concurs*** that the situation of our oceans is critical and that IUCN has an important role to play in this domain.	
PPC/2.3	**ToR and establishment of a Task Force on Human Rights and Environment (***Follow-up from PPC47, March 2019)* *Purpose of the agenda item* The PPC is invited to establish the Conservation and Human Rights Task Force and approve its Terms of Reference. *Brief summary of the discussion* Kristen Walker, Chair of CEESP, introduced this item. The proposal of establishing a Task Force stems from discussions held at the 47th meeting of the PPC, concerning IUCN's response and engagement on the issues of Environmental Defenders, Human Rights and Conservation from now through the IUCN Congress. The PPC agreed on the establishment of the TF and recommended the TORs be developed for this session of the PPC. *Conclusions* The Programme and Policy Committee ***establishes*** a Conservation and Human Rights Task Force, ***approves*** the proposed Terms of Reference (TORs), and ***invites*** nominations from interested Council members to form part of the Task Force membership.	DEC
PPC/2.4	**IUCN position/action regarding the fires in tropical forests around the world, especially considering the scenario of deforestation and forest degradation in South America** The Acting Director General, Grethel Aguilar, joined the PPC at the time of this agenda item on Saturday 19 October. *Purpose of the agenda item* Alvaro Vallejo, Regional Director, South America Regional Office, made a presentation to update PPC on the situation faced especially in South America with the recent forest fires in the Amazon. *Brief summary of the discussion* Alvaro pointed out to the following: • Forest fires in the Amazon are not natural fires; almost all of them are caused by human activity; the Brazilian government is promoting the expansion of agricultural crops, so agricultural activity is increasing, causing these fires to spread out of control. • In Bolivia, several important biomes are affected; 1 million ha of land is affected which is half of the affected area in Brazil. The Bolivian government is also pushing agricultural expansion.	INF

- In Paraguay, the situation is similar, except that the biggest issue is related to soybean culture expansion.
- This issue should not be looked at necessarily through a climate change lense, but it is more about how humans use biomes in these regions.
- The IUCN South American Committee produced a statement and a motion on the importance of looking into forest fires, which has been submitted onto the motion system. Commission experts contributed, as well as the CEC that is defining an action plan about forest fires in these regions.

Angela Andrade agreed that this is an important issue that concerns all of South America and other regions as well. Brazilian researchers have stated that if we transform more than 20% of the Amazon region, the biome will go over its tipping point, and these recent events are a reminder of that. If this was to happen, rainfall patterns would be severely affected and the integrity of these ecosystems would be corrupted. She concurred that the biggest pressure is agricultural transformation and specifically soy plantations. We need to think about who the biggest buyers of products of the Amazons are. If we want to keep the integrity of the Amazon biome, immediate action is needed.

John Robinson commented that the Amazon is drying up because of three factors: anthropogenic causes, climate change which exacerbates fires, and the political push for agricultural transformation. He asked whether there is an opportunity for IUCN to strengthen action and discussion at the political level? Alvaro Vallejo agreed that there is an opportunity, but the problem remains the will of the Brazilian president. IUCN's biggest opportunity is to work at the state level because they are willing to implement certain policies beyond the Brazilian federal policy. At the regional level, Colombia and Peru are more willing to act.

Jonathan Hughes referred to the UKRI GCRF Trade, Development, and the Environment Hub project which is looking into understanding the pathway of products from field to consumer, and how the transformation of commodities is driving biodiversity loss. It will good to relate this initiative to the issue of tipping points and the critical opportunity to act. It will help to shed light on how the Global North is contributing to driving biodiversity loss.

The Acting Director General addressed the PPC and recalled the challenges faced in the process of preparing and releasing the IUCN statement on the forest fires in the Amazon at the end of August. Even though IUCN works on climate change and ecosystems, we must not forget that we need to talk about the communities who live in these areas and who are suffering, and who are the ones who not only send us pictures, but also are doing the advocacy work. We need to look into the impact that these fires have on communities and indigenous people. This is not just a problem related to natural resources, but also to economic development, and the importance of people having a good standard of life. It is essentially a bigger discussion that has to do with the well-being of people and why they conserve the Amazon. If IUCN does not address this issue, it will become hard to actually act. The situation might be contained, but it has not ended, so IUCN still has much to do she concluded.

Tom Brooks, IUCN Chief Scientist, recommended that IUCN sends out a strong recognition that this is an issue that crosses forests worldwide and that it is equally relevant to the African tropical forests and Asia.

The discussion on this item was briefly continued on Sunday 20 October.

There was a reemphasis on the fact that wildfires are neither new nor geographically localized, and that while we tend to focus on the aftermath and response, the decisions and signals that lead to fires and land clearing are made much earlier. An IUCN response, or potential campaign, should acknowledge this, and note that forest fires relate directly to governance, regulatory, and legal issues, and that this issue will continue to come back in future cycles. A holistic approach is therefore needed, which could be developed in collaboration with the Environmental Law Centre.

Kristen Walker recommended looking at this issue with a long-term vision in view and with a global perspective. She asked PPC to reflect on the sort of mobilization is needed from IUCN.

	Alvaro Vallejo alluded to the engagement of the National and Regional Committees of Members in the South America region as a good start. Stewart Maginnis suggested not only looking at this as a "campaigning issue" but as part of our work – Restore, Response and Readiness. PPC likewise considered the role of the financial sector as an enabling factor in the proliferation of forest fires, as the actors responsible for clearing land are able to access the financial resources to do so. They discussed whether IUCN's finance-related programmes, such as the Coalition for Private Investment in Conservation (CPIC), could play a role in directing financing toward actors engaged in responsible land stewardship, rather than destructive practices. It was noted that other international organizations, such as the UN Environment Programme Finance Initiative (UNEP-FI), are doing work in this area, but that there is far more that could be done. *Conclusions* The Programme and Policy Committee ***acknowledges*** the critical situation of forest fires in the Amazon region as well as other regions of the world and ***encourages*** the continuation of a wider discussion about IUCN's role in contributing to reversing this situation and leading to positive and long-lasting change.	

PPC/3	**Draft IUCN Programme 2021-24**
	• *Interim synthesis of comments and feedback received on the Draft IUCN Programme 2021-24 issued on 7 May 2019 for the purpose of consultation online and during the RCF (deadline for comments: 30 September 2019).*
	• *Progress report on the development of the draft IUCN Programme 2021-24 to be approved by Council in February 2020 for the purpose of submitting it to the 2020 Congress.*
	
	This item includes the update on the Post-2020 Global Biodiversity Framework and the report of the Task Force on that subject as well as the discussion on the "5Rs" approach.
	
	Purpose of the agenda item
	Provide an update on the feedback received on the draft IUCN Programme 2021-24 to date. In introducing the item, the Chair of PPC also shared with the group that a more substantive review of the Programme was scheduled in the writing workshop in January 2020 and that steps has to be taken before that to secure a smooth drafting process.
	
	Brief summary of the discussion
	In her presentation, Cyrie Sendashonga noted that a large body of comments had been received on the draft Programme to date. This included reports from 11 RCFs, 70 submissions online and 11 submissions sent in writing to the Secretariat from various Members, National and Regional Committees and Commissions groups. While many of the comments were of an editorial nature, it was noted that the feedback helped identify some 'big picture' strengths and shortcomings/gaps.
	
	Among the strengths identified were:
	    (i) the overall structure and broad direction of the programme,
	    (ii) its identification of key challenges,
	    (iii) the prioritized programme areas and their linkages to SDGs, and
	    (iv) the inclusion of the urban and youth dimensions.
	Among the shortcomings expressed were that the draft Programme:
	    (i) lacked ambition, inspiration and a sense of urgency,
	    (ii) did not sufficiently highlight IUCN's heartland work (e.g. species and protected areas),
	    (iii) needed to include inland freshwater systems as a separate programme area, and not combined with lands,
	    (iv) needed a compelling theory of change,
	    (v) did not sufficiently recognise the importance of communications, education and public awareness (CEPA), and	

(vi)   did not fully clarify how the "One Programme" approach would be operationalised in terms of delivery and reporting.

It was also noted that, going forward, the draft Programme would need to take into account recent landmark assessments (e.g. from IPBES and IPCC) to identify the key global challenges that needed to be addressed, and that the Programme would need to connect directly to the SDGs (given that nature underpins the successful delivery of all the SDGs). It was also highlighted that 'nature-based solutions' could be offered as a common framework.

The remaining timeline and next steps for the finalization of the draft 2021-24 IUCN Programme were also detailed. It was noted that the Programme finalization process would need to consider key issues such as what should be included the revised version, how do we get to the revised draft to be ready for the Council meeting of February 2020, and roles and responsibilities in the remaining steps.

In the discussion that followed, it was clarified that a Programme 'writing' workshop would be held in Gland on 13-16 January 2020 to prepare a revised draft of the Programme, which would then be reviewed by the Council at its February 2020 session. On the question whether any IUCN members would be invited to participate in this Programme drafting/review process, it was clarified that this would normally not be the case, as it would be difficult to identify which members to invite and on what criteria and also because the Council itself was considered to be representative of IUCN's wider membership's views. The possibility of inviting representatives from the Global Group for National and Regional committees was mentioned.

It was further noted that the operational scope of the 2021-24 IUCN Programme – especially to what extent its implementation would have a greater involvement of all the three pillars of IUCN (Members, Commissions and Secretariat) – was yet to be fully determined. It was also stressed that the IUCN Programme would need to effectively speak to larger global debates, and demonstrate the contribution of the wider Union on them.

Cyrie Sendashonga concluded by informing the Committee that a note with a roadmap on how to proceed with the revision of the draft from now until the next Council meeting is under preparation for discussion in the Secretariat Leadership Team after which it could also be shared with the PPC and to guide the discussions during the Programme writing workshop planned for January 2020.

Conclusions

> The Programme and Policy Committee, ***takes note*** of the compilation of comments on the draft IUCN Programme 2021-2024 presented by the Secretariat and equally ***takes note*** of the next steps for the revision of the current draft with a view to its presentation to Council in its February 2020 meeting, more clearly linking the new draft to the Post2020 and the 5R approach as a possible overarching communicative framework

Progress report from the Post-2020 Global Biodiversity Framework Task Force
Purpose of the agenda item

Hilde Eggermont, Chair of the Post-2020 Global Biodiversity Framework Task Force joined PPC and briefly presented on the discussions the Task Force had the evening before.

Brief summary of the discussion
Hilde highlighted the following linkages between the IUCN Programme and the Post-2020 Global Biodiversity Framework process:
- Sense of urgency
- Programme to support the achievement of the Mission by 2030
- IUCN Programme Areas to be relevant and speak to the 'nature emergency'
- Crosswalk draft targets (successors to Aichi Targets) to the key objectives of the draft IUCN Programme (how can the Union help deliver on these)?

- Build on input from our members: survey at RCFs collected Members' views on Post-2020; digest and use this to re-orient the Programme?
- Programme will need a good narrative/framework (5Rs?)
- IUCN Programme Areas to demonstrably and clearly contribute to SDGs and the Post-2020 Framework through appropriate formulation of targets and indicators

Hilde also highlighted the need to broaden up to the linkages among the Rio conventions and other biodiversity related conventions. Specifically on synergies she emphasized the following points discussed by the Task Force:

- The framework should be the vehicle to deliver not only CBD but also the other two Rio Conventions, the biodiversity-related conventions and the SDGs;
- All MEAs are engaging with the development of the Post-2020 framework and this engagement must be capitalized; and
- Countries can identify progress with biodiversity targets when addressing climate change, desertification.

PPC members stressed that our ambition should be higher and beyond CBD, perhaps with a focus on the SDGs. John Robinson, referring to the discussions of the Task Force Saturday evening, commented that the Task Force had emphasized the need for more cohesion between the IUCN Programme and the Post-2020 work.

Antonio Benjamin, WCEL Chair, commented on the importance of including issues related to environmental rule of law, rights of nature, and rights and obligations in general into our Programme as well as into our evolving position on post-2020. He noted that the Programme Area on Equitable Governance in the current draft Programme focuses more on policy aspects in relation to governance but not enough on rights and obligations from a legal perspective.

Presentation and discussion on '5R'

Brief summary of the discussion

Sean Southey, Chair of CEC, introduced the 5Rs. He indicated that this work was the result of informal discussions with some members of IUCN's delegation to the meeting of the Open-ended Working Group on Post-2020 (OEWG-1) that took place in Nairobi last August and not from any formal mandate.

The 5Rs (or Re-Vision 2030) standing for Recognize, Retain, Restore, Resource, Reconnect is a multipurpose framework –a call to action, which aims to align IUCN advice to CBD, the IUCN 2021-2024 Programme and the outcomes of the IUCN Congress thus sending a coherent and connected overarching message. It could help frame the IUCN Programme in a useful and inspirational way that speaks to all of the Union; it could be the basis for its theory of change. Finally, it could fill the existing vacuum in the campaign towards 2020.

The discussions centred around views on the 5Rs framework, and how to integrate it into the Programme. Councillors welcomed the 5Rs and the 'out-of-the-box' thinking around it, indicating that it would improve the communication aspect of the Programme, provide much needed inspirational message. Some saw in the 5Rs the theory of change currently missing from the draft Programme. There was a suggestion to perhaps change 'Recognize' to 'Respect' as it conveys a much stronger action.

Peter Cochrane cautioned against restructuring the Programme elements to accommodate the 5Rs, but rather that these should emerge from the content of the draft Programme. Other Councillors echoed this remark, and considered the 5Rs as means to better communicate how the Programme achieves its impact, in other words, it could serve in shaping a powerful and more easily communicable theory of change. Sean Southey indicated that indeed, the next step concerning the links to the Programme would be to map the 5Rs to the current draft.

Kristen Walker noted that timing will be crucial – this IUCN call to action should be presented/tested at the upcoming CBD SBSTTA meeting, and a document (format to be determined) should be developed in the next few weeks, to this end.

	Conclusions	
	The Programme and Policy Committee *welcomes* the update from the Post-2020 Global Biodiversity Framework Task Force and the work carried out together with the Secretariat; *agrees* on the unique opportunity presented by the IUCN World Conservation Congress to influence the process of finalization of the Global Biodiversity Framework to be adopted in Kunming, China in 2020; and *encourages* further thinking on how to integrate the "5Rs" approach in our communications in order to reach wider audiences.	
PPC/4	**Update on the development of the Project Portal** *(requested by PPC47, March 2019)*	INF
	Purpose of the agenda item PPC at its 47th meeting in March 2019 had requested an update on the development of the IUCN Project Portal. Charles Lor, Head of Planning, Monitoring, Evaluation and Risk, made a brief demonstration of the Project Portal and its main features. He emphasized progress made recently and plans for future developments. *Brief summary of the discussion* Charles Lor explained that this is the second iteration, Portal 2.0, which has an improved interface. He highlighted the main functionality of the Portal and showed how it reveals new sections as items are completed – so the user only views the information required at that stage of the project. Functionality showed includes: • Basic view of description, budget, what we will do with the project. • Links to how we are contributing to different targets and how they link to Programme indicators. • Overview of progress of the project and relevant documents. • Overview of approval process, allowing teams to request approvals from relevant individuals. This also keeps track of approvals given. Charles noted that, compared to when we were dealing with everything on paper, the portal has improved our ability to know the status of projects including by identifying where problems are being encountered. The Portal also builds a central repository of all documentation including the templates required. Charles noted two impacts of the project portal: 1. It has provided a step change in allowing people an overview of projects. It is changing our risk profile in relation to our portfolio coherence. 2. It provides the basis for the annual report provided to Council. Charles noted that the next step is to develop the Portal 3.0 by improving the Portal and creating an open portal: 1. How can the portal help project leaders and become more than just data collection? For example, by accessing tools and resources. 2. How to build a component in the open Portal that can give public access to search and find projects? 3. Eventually provide data as a Union to the International Transparency Initiative? This is already being done for some projects where it is a donor requirement for this. . The Chair of PPC noted that the Portal looks very elegant and well designed. He enquired about what kind of reports can be generated from the Portal. Charles indicated that the reporting viewing is still in the old viewing format but it is possible to access reports by Unit, donors, SDGs etc. He informed the Committee that the reporting is being moved to the new view within the next two months, which will improve the functionality. Ana Tiraa enquired whether the portal is currently only available to the Secretariat or the whole Union, and what guidelines are provided for use. Charles replied that the portal is	

currently only accessible to the Secretariat as it takes a long time to train people. Users can access guidelines and additional tools online.

Peter Cochrane noted that it would be helpful for Councilors to have access to view projects in their region as they are often asked what IUCN is doing in a particular region. The PPC Chair requested to look into providing Councilors with 'Read only' access in the future.

Cyrie Sendashonga brought to the attention of PPC the huge effort that has gone into creating the Portal and in preparing it for future public availability. She noted that Charles' team are also providing regular webinars for staff to ensure correct use. Alvaro Vallejo, Regional Director for South America, noted that the portal has been very helpful for his region and is used every day.

Conclusions

> The Programme and Policy Committee *takes note* of the update on the Project Portal and *welcomes* the progress made in further developing the portal and its functionalities.

PPC/5	**Annual Update on Evaluations**	INF
	Purpose of the agenda item	

Purpose of the agenda item
Charles Lor (Head of Planning, Monitoring, Evaluation and Risk Management) presented an annual update on evaluations. He highlighted three key evaluation reviews at different stages of development:

1. The Land Degradation Neutrality Project Terminal Evaluation (completed)
2. The Swiss Development Cooperation (SDC) review (ongoing)
3. The External Review (currently at the procurement phase and will happen next year)

Brief summary of the discussion
Regarding the Land Degradation Neutrality Project Terminal Evaluation, he highlighted that this is one of the key successes of the year. It was externally evaluated by a consultant and found cost-efficient and effective. The evaluators had recommendations on the following:
1. Gender mainstreaming: even though there were some activities for gender inclusion, they appear to be more of an afterthought. In the future, they should be more integrated throughout the project, started on onset. IUCN now has a gender mainstreaming policy, which should help to that effect.
2. The team agreed with the consultant on the need for policy foundation and improved targets, which the organization is working on.

On the Swiss Development cooperation (SDC) review of IUCN's relevancy, Charles mentioned that the SDC did not want this to be a simple review, but rather look into how IUCN translates its theory of change and uses it to generate knowledge, change policy, apply solutions and deliver; and specifically, how does IUCN use its theory of change to deliver actual systemic transformation.

The SDC review could be interesting for IUCN to understand how its theory of change plays in practice, at the global, regional and country level. The review is looking into countries such as Myanmar, Senegal, and Jordan to examine impact at the ground level. To note that the consultants are traditional development generalists and experts on rural development, and have almost no knowledge of IUCN. They studied the regions of South East Asia, the Middle East, and Africa, which is where the Swiss have strategic interests.

At the country level, they scrutinized specific projects. An example of a regional project would be looking into water management in the Mekong region. At the global level, they focused on case studies and examined IUCN's work with the CBD for example. They used the angle of Natured-based Solutions as a framework that triggers economic, social and environmental changes; teams have been heavily mobilized in that effort. This review

should be interesting not only for Council, but also it is essential in ensuring wide donor support.

On the Quadrennial External Review, Charles mentioned that past reviews focused on specific themes, but framework partners have now demanded a more traditional OECD DAC review. Therefore, this review is a traditional and basic review with criteria. However, even though it is traditional, it is still key to ensure donor support. This review will focus on the programmatic aspect, and it will be delivered before Congress. Currently IUCN is still determining what country case studies will look like.

Cyrie Sendashonga highlighted the experience at the 14th meeting of the Conference of the Parties (COP14) of the United Nations Convention to Combat Desertification held last month in New Delhi, India, when several governments delegations were thankful for IUCN's work and assistance on the Land Degradation Neutrality Project, because it positively affects the implementation of SDG 15.3. IUCN helped on both the technical part, but also for obtaining funding from the global mechanism of the GEF dedicated for land degradation. This is an example of IUCN's impact and influence. About the SDC review, she said it is an educational lesson if we can convince evaluators who are not from our core conservation community that biodiversity is relevant and important to the traditional development agenda. About the external review, she said that unfortunately its timing is not well synchronized with the timeline of the development of the 2021-2024 Programme to timely feed the lessons into the preparation of the next draft to be completed by February 2020.

After a question from the PPC Chair, Charles clarified that the SDC review is specifically asking about the relevance of IUCN's work to the development sector, more specifically how the theory of change expressed in the 2017-2020 Programme plays out in practice and translates in development impacts. He said that there will at least be a draft with key elements of the findings, in time for WCC.

Conclusions

The Programme and Policy Committee ***takes note*** of the update on evaluations and ***encourages*** the Secretariat to continue to extract lessons learned from evaluations carried out so far to guide future evaluations.

PPC/6	**Follow-up on assignments** *(2016 Congress Resolutions requiring action from Council)*	
PPC/6.1	**Update on the development of the IUCN Environmental Impact Classification for Alien Taxa (EICAT) (**WCC-2016-Res-018**)** *Postponed from PPC47, March 2019* *Purpose of the agenda item* The PPC is invited to take note of the progress made to date toward an IUCN standard c[...] as mandated under WCC-2016-Res-018. *Brief summary of the discussion* Jane Smart presented the update on IUCN Environmental Impact Classification of Alien Taxa (EICAT), an assessment process that classifies alien species into one of five 'impact' categories according to the magnitude of the detrimental impacts to the environment. Jane presented what has been done since the adoption of WCC-2016-Res-018 toward an IUCN standard classification of the impact of invasive alien species. The process of developing EICAT has followed from the KBA Standard consultation process which had two rounds of public consultation. Currently Version 2 is under editing. Followed by review by IUCN editorial board before being submitted to SSC Steering committee and finally IUCN Council for adoption as an IUCN Standard for the classification of the impact of invasive alien species, with a view to launch EICAT at IUCN World Conservation Congress 2020.	INF

	PPC briefly discussed that rationale behind this system, how EICAT will be used and linked with other regional legislation on alien and invasive species such as the European Union. In response to a question from John Robinson, the Secretariat clarified that the knowledge created by EICAT will help governments and other stakeholders to take urgent action to intervene quickly to prevent AIS' impacts on biodiversity and local communities. EICAT is a move from information into a system of quantification that is transparent and accountable, quantifiable. Following a question from Michael Hosek, it was also mentioned that IUCN SSC Invasive Species Specialist Group and Global Species Programme have been working closely with the European Union and have been involved in the legislation process, providing technical support to the European Commission for the implementation of the European Union Regulation (No 1143/2014) on the prevention and management of the introduction and spread of invasive alien species (IAS).	
PPC/6.2	**Update on the development of a policy statement on the importance of the conservation of primary forests (**WCC-2016-Res-045**)** *Follow-up to PPC47, March 2019* *Purpose of the agenda item* The PPC is provided with an update on the development of a policy statement on the importance of primary forests (Resolution 045 from Hawai'i) *Brief summary of the discussion* Stewart Maginnis reported on RES 045 (Primary Forests) and the work of the Task Force on Primary Forests. Since the last Council meeting, a first draft policy document was produced and a second draft will be under consultation until November 29. The final version of the document is expected by January 15, 2020. One of draft recommendations emerging from the document, was that IUCN work on post-2020 CBD targets, Nature Based Solutions and the SDG framework and goals should focus on integrated solutions that prioritise protection and restoration of ecosystem integrity and improve the long-term conservation outlook for primary forests. Answering a question from the Climate Change Task Force about what IUCN is doing for primary forests, Stewart highlighted a number actions such as a joint initiative with 3 African countries and the Protected Areas programme to use PA categories V and VI for land-use stabilization, and restoration assessments that have allowed to identify remnants of primary forests. He also indicated that this is a priority for the Forest Conservation Programme, working jointly with Protected Areas Programme.	INF
PPC/6.3	Update **on progress made with implementation of WCC-2016-Res-030 (ICCAs) and (**WCC-2016-Res-075**) Indigenous cultures)** *Purpose of the agenda item* PPC provided an update on implementation of Resolution from 2016 030 (ICCAs) and 075 on indigenous cultures. *Brief summary of the discussion* Kristen Walker, Chair of CEESP, reported on progress implementing WCC-Hawaii-Res-030 (ICCAs) and (WCC-2016-Res-075) on Indigenous cultures. She highlighted the following activities: • Res 030: Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas: • There is a publication in progress on Best practice guidance to be ready for Congress. The ICCA Consortium has highlighted its concerns covered by the Resolution in work at the Latin America Parks Congress and in the context of the CBD	INF

	• Res 075: Affirmation of the role of indigenous cultures in global conservation efforts: • 19 member organisations held 2 meetings in Guatemala to exchange knowledge and IP members from the region attended at a high level at the regional Mesoamerican RCF. • On the occasion of the World Indigenous Day 2019, the ADG issued a strong statement affirming the essential role of IPs. • At the Latin American Parks Congress, IPs played an organising role and produced three declarations as an output. IPs are also engaged in the climate debate where CEESP held an event in August to support efforts to prepare IPs for the UNFCCC COP in Chile in December 2019. • A publication on Indigenous traditional knowledge contributing to conservation and natural resources: legal opportunities and challenges is coming up and targeted for sharing at UNFCCC, UNPFII, 2020 IUCN Congress. Additionally, in preparation for the Marseille Congress, IP members will hold a summit with approx. 100 IP leaders provisionally just before the Congress. Financing is still being found – Councillor Ramiro Batzin is keeping an eye on this. The PPC Chair offered to act as a contact point to bring in a Sami representative member. Kristen also mentioned that Anita Tzec from the Maya Indigenous community of Belize has been recently hired as IUCN IPO Officer and will work more closely with our IPO Members. Finally, she mentioned that voluntary guidelines regarding the appropriate participation of indigenous peoples in the development, implementation, monitoring and evaluation of conservation projects, programmes and policies are under development.	
PPC/6.4	**Follow-up to** WCC-2016-Res-069 *Defining Nature-based Solutions* in relation to the Council sponsored motion *"Development of a Standard Approach to Implement Nature-based Solutions for Societal Challenges"* *Purpose of the agenda item* The CEM chair, Angela Andrade, provided an update to PPC on the development of the Global Standard on Nature-based Solutions. *Brief summary of the discussion* Angela introduced the discussion by providing a brief background of IUCN's work on nature-based solutions, the NbS definition that had been formally adopted by Members at the Hawaii Congress, and the mandate that had been given for IUCN to develop a global standard on it. She drew attention to the growing influence of the NbS concept over the years, noting the heightened momentum and awareness that could now be seen on it across multiple fora. She shared that in addition to the 'wholesale' NbS initiatives that IUCN was implementing on the ground (including through GCF projects), the Commission on Ecosystem Management together with the Secretariat were now developing a facilitative framework, in the form of a standard, that could serve as an authoritative, common reference point against which NbS approaches and policies could be assessed and improved. In this regard, she presented the 8 NbS principles that had been agreed to in IUCN Resolution 6.069 and how these linked with the 8 criteria that had been currently proposed for the NbS standard. She also explained the process that had been followed for the development of the standard to date, highlighting the two rounds of open consultation that had been held, with 500+ people participating from across 100 countries. She also noted that the NbS standard was proposed to be compatible with the ISEAL Alliance Code of Good Practice, with the option of 1st party accreditation (self-assessment) and with possibility of 2nd or 3rd party	INF

	accreditation in the future. In terms of next steps, she noted that the feedback gathered in the second consultation process would be integrated, and that a final version of the standard criteria and indicators would be presented at the 98th Council session, following which the approved criteria and indicators would be added to the Council-sponsored motion on this topic. She also shared that the aim was for CEM to conduct a periodic review of the NbS standard every 4 years. In the discussion that followed, it was clarified – in response to a question on the syntax of NbS and its links to the framing used by the CBD – that the NbS approach of IUCN was a more comprehensive, integrated, and expansive one. In response to a question on how could IUCN maintain its leadership position given the rapidly growing wave and momentum on NbS, it was suggested that developing the NbS standard, and bringing in the latest science both from the social and ecological dimensions, would help it do just that. In response to the apparent divergence that was noted in the IUCN mandate, which had called for the development of NbS parameters, principles and guidelines (rather than a standard), it was clarified that given the growing, and unanticipated, demand for such a standard, it was now logical for IUCN to do so, also to demonstrate its intellectual leadership in this space. A practical example of NbS for disaster risk reduction in Japan was also shared.	
PPC/7	**Update on the 2020 Congress motions process** – *including the role of Council members during the online discussion of motions, in particular the Council sponsored motions* *Purpose of the agenda item* The PPC is invited to take note of the update on the submission of motions for the IUCN World Conservation Congress 2020. *Brief summary of the discussion* Sonia Peña Moreno, Motions Coordinator, provided an overview of the motions process to the PPC. She emphasised that the process is unique, and reminded Councillors how the motions process connects to IUCN's policy cycle, as motions are adopted as Resolutions and Recommendations at the Members' Assembly. She highlighted that the motions process was revised before the Hawai'i Congress and that most elements now take place via an online portal. She then turned to the submission process for the Marseille Congress and highlighted some preliminary statistics on the number of motions (221 – the highest ever), the scope, and the topics of motions. Finally, she informed the PPC on next steps – the meeting of the Motions Working Group (MWG) next week, the publication date, the online discussion, the electronic voting and the debate of motions during the Members' Assembly in Marseille. Councillors who participated in the motion submission process for their Member organisations provided insights on how the revised process affected their decisions to propose or co-sponsor motions. In some cases, the additional information requested on the submission form caused them to be more careful about which kinds of motions they put forward for consideration. The Committee noted that there were a large number of motions submitted pertaining to "Rights and Governance". The Secretariat confirmed that this has been the case in past Congresses, and that the category encompasses several sub-categories. They also noted that there were fewer "Species"-related motion than in Hawai'i. Councillors also discussed which motions are expected to be controversial, anticipating that those that address synthetic biology and trophy hunting are likely to be the sources of heated debate. The Secretariat noted that almost 1/3 of the motion submissions were flagged as potentially controversial, but that this assessment is highly subjective. The discussion also covered the online discussion, including the role of Councillors vis-à-vis Council-sponsored motions, noting that it would be useful for a Council focal point to keep an eye on those discussions, participate as needed, and keep themselves informed. It was also pointed out that the Secretariat Motions Team would facilitate participation for Members that lack consistent internet on a case-by-case basis, and that more time was allocated precisely to allow everyone to participate in the online discussion.	INF

	The Committee commended and congratulated the Secretariat Motions team for the great work done so far in supporting the motions submission process and planning for the work of the Motions Working Group. *Conclusions* The Programme and Policy Committee ***takes note*** of the update on the submission of motions for the IUCN World Conservation Congress 2020.	
PPC/8	**Reports from Task Forces established by PPC**	
PPC/8.1	**Urban TF** *(meeting on 19 October from 17:00 to 19:00)* *Purpose of the agenda item* The Urban Task Force presented an update of its work since the last Council. *Brief summary of the discussion* Jonny Hughes presented the report, presenting the Theory of Change of the TF: 'Why we are needed'; What will we do; and ''How will the world be better?''. He briefly explained about the Urban Nature Index: (Science-Based) within cities, which has three dimensional index – urban, bioregional and global. He updated PPC on the outputs and activities of this year including: • Publication of the Living Cities Report • Establishment of the bodies running the IUCN Urban Alliance including the Strategic Board, Project Board, Technical Expert Group and Members. • Identification of c. 50 IUCN Members actively working on urban initiatives • Identification of over 30 major urban projects across the Union • Collation and/or writing of 12 blogs on urban nature • Co-organisation of the Urban Biodiversity and Natural Capital Accounting workshop at the World Bank • Contribution to advocacy efforts including chairing Salzburg Global Seminar, keynote at London National Park City launch, Regional Conservation Fora, Urban Nature Working Group, etc. • Production of a first draft of pillar 1 of the IUCN Urban Nature Index • Securing an urban pavilion at the IUCN World Conservation Congress • Relocation of the Director (Russell Galt) across to the IUCN Secretariat The Chair of the Task Force also reported that the urban agenda is linking its work to the UN Decade on Ecosystem Restoration, providing inputs into the post2020 discussion in particular on Science-based Targets (SBTs) to cities. The Urban Task Force has also secured funding for a pavilion at the IUCN World Conservation Congress 2020, focusing on solutions, providing platforms for Members to share their views and see how to take the conversation forward. PPC members asked on linkages and synergies between the work carried out in Europe on NBS. The Chair of the Task Force recommended contacting the team (Russell Galt, Director IUCN Urban Alliance and Chantal van Ham, EU Programme Manager Nature-based Solutions at IUCN EU Representative Office).	
PPC/8.2	**Private Sector TF** *(meeting on the 19 October from 15:00 to 17:00)* *Purpose of the agenda item* PSTF to provide an update to PPC, including plans to engage businesses at the Congress 2020, and IUCN's engagement with the extractives sector. Finally, to submit the following to the PPC: a request to "the PPC to support the consistent application of the Operational Framework on Engagement with the Extractives Sector in all aspects of the IUCN project portfolio that relates to and or is resourced by the extractive sector." *Brief summary of the discussion*	

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John Robinson, Chair of the Private Sector Task Force (PSTF), presented on the meeting of the PSTF. He highlighted IUCN's ongoing business engagements to assess the nature of those relationships, as well as plans for the Congress, including a CEO Summit. The ambition would be to launch a far-reaching commitment to conservation.

More broadly, there are some relationships that are more philanthropic in nature, while in other cases IUCN works with businesses to help them more positively impact biodiversity. The PSTF also looked at renewable energy and pollution, with a focus on the circular economy. Peter Cochrane noted that we have a strong base to work from through the Global Marine and Polar Programme (GMPP), and their work on plastics.

The presentation then looked at how the Union engages businesses, and the potential to allow them to become Members. These could be businesses that rely on conservation for their business models, those that are trying to lead on conservation issues, or others. One option would be to allow businesses join as Affiliates, but the prevailing view is that it would be premature to do so at present.

Finally, John Robinson highlighted the Operational Framework on Engagement with the Extractives Sector developed in cooperation with the Business and Biodiversity Programme (BBP). The application has not always been consistent, and the PSTF proposed to that PPC takes a decision to support the application of that Framework across the Union's engagement with the extractives sector, including throughout the regions.

The Chair of PPC, noted that it would be difficult to take such a decision, as the Framework had not been circulated to the Committee prior to the meeting. It was also questioned whether applying the Framework consistently across different units required a decision from the PPC and Council, or whether this was rather an operational issue to be addressed by management within the Secretariat.

Some Councillors noted that while in many cases that would be appropriate, given the nature of the Union's engagement with the extractives sector, and the considerable reputational – and therefore strategic – risks involved, this should also be seen as a strategic issue, and therefore it was important to have Council oversight.

John Robinson noted that the goal is to acknowledge that the framework exists, and make a recommendation to seek ways to include considerations of engagement through that process. Projects that engage with the private sector should be reviewed through the operational framework. He further noted that the PSTF and the Business and Biodiversity Programme have worked on this issue for a long time, but have noticed that unfortunately, it is not applied systematically.

The Committee noted that this issue is not particularly time sensitive, and that a better approach would be to table the discussion at the next meeting of the PPC, with the Operational Framework circulated for consultation ahead of time. This approach was welcomed by John Robinson and Stewart Maginnis, who noted that this would also provide time for the Framework to be updated, including the addition of some Key Performance Indicators.

Conclusions

The PPC agreed that there is indeed a need for IUCN projects to use the framework more systematically when engaging with the private sector and especially the extractives sector as this poses a reputational risk to the organization. PPC agreed to put this item on the agenda for its next meeting in order to complete the discussion.

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Climate Change TF *(meeting on the 19 October from 13:00 to 15:00)*

Purpose of the agenda item

The Chair of the Climate Change Task Force provided an update on the work of the TF.

Brief summary of the discussion

Angela Andrade as chair of the TF started with an update on the recent-climate related work done by IUCN's secretariat including:

- Launch of IUCN-Oxford University report on Nature-based Solutions in Nationally

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[Determined Contributions](#) (NDCs)

- Launch of ECCA30 to bring 30 million ha of degraded/deforested land in Europe, the Caucasus & Central Asia into restoration by 2030 (IUCN, UNECE, FAO, WRI, World Bank)
- Various high-level events on NBS to climate change in New York, Geneva etc.
- publication of an IUCN assessment on World Heritage Site glaciers,
- IUCN guidance on 'Estimating the mitigation potential of forest landscape restoration',
- Examples of regional/national work on climate change like, a) development of vulnerability assessments and climate change adaptation plans for wetlands in South East Asia b) Supporting NBS-NDC development and implementation in Morocco and Tunisia and c) Communicating EU Horizon 2020 'Grow Green' project on NBS in cities.
- Lastly, plans for UNFCCC COP25 in Chile like the launch of Oceans deoxygenation report and continued engagement on NBS, forests, oceans, EbA, IPs, gender, etc.

It was noted that next year would be important, as the Paris Agreement would start to be implemented.

This was followed by presentation of main outcomes from the Commission specialist groups including:
- WCPA: active engagement in Latin America PA Congress, developing issues brief on 'PAs and climate change', PANORAMA case-studies, inputs for World Heritage Convention climate policy
- SSC: SSC Leaders Meeting in Abu Dhabi, inputs for CBD paper on 'Invasives & climate change', contributing to IPCC assessments in South Africa, incorporating climate change in Red Listing process
- WCEL: project to develop laws and regulations to 'get to zero', preparations for 2nd Environmental Law Congress in 2020, identifying synergies between CBD and UNFCCC/lessons that can be applied from experience of Paris Agreement
- CEESP: assessing environmental/climate impacts on IPs, support to IPs in Chile, launch of new SG on 'people and oceans', mainstreaming indigenous & tradition knowledge in UNFCCC (LCIP).
- CEM: strongly engaged on climate change, developing case-studies on EbA for climate-smart agriculture, FEBA events on EbA/Eco-DRR in Chile, development of NBS standard (not just in CC but also other societal challenges), contributions to standards on ecological restoration (SER)

The Chair of the Task Force also shared that out of 221 motions submitted that will be reviewed by the Motions Working Group, a rough analysis shows that there were 45 motions focusing mainly on climate change.

The last section of the presentation summarized a discussion the TF had, including:
- Call for IUCN to be more ambitious, impactful, and less siloed, on climate change –to better mobilise its global membership
- Suggestion to establish a new IUCN Commission or else a Council Standing Committee on climate change to this end.
- Regarding the establishment of a new Commission, the current Commissions Chairs already expressed their opposition to this initiative indicating that they already proposed the establishment of an inter-commission working group. There are concerns about financial implications noting also the existing work on climate change already developed by all commissions, the need to avoid duplication and rather work on strengthening coordination, and the fact that IUCN has to focus its work equally on other priority topics in its Programme and not only climate change.
- Regarding a new standing committee in Council, the chair of WCEL, echoed by other members of the TF, said that this issue has to be deferred to the next Council to be elected at the WCC and not something that the current Council can decide.
- Need for IUCN to highlight forest protection, especially of primary forests, in addition to restoration in its policy messaging.
- Importance of being mindful of newly published science on the possible limits/overestimates of NBS as carbon sinks, greenwashing etc.

	• Urgency of providing inputs for climate-related targets in post-2020 biodiversity framework and red list assessments – recommendation from Wendy. • Creating greater space in the Marseille Congress for discussing how to further strengthen IUCN's climate efforts. • Finally, Angela reported that she had invited the TF members to provide additional inputs.	
PPC/9	**Other issues announces in advance** The Chair had announced that under this item three issues would be discussed: 1) the matter of the incident when an report was on trophy hunting was re-published by the WCEL; 2) the letter from a group of Members addressed to Council regarding the IUCN process on synthetic biology and calling for the withdrawal of the Council-sponsored motion on the subject; and 3) the issue of the Resolutions on conflict and the environment which a Member of the West Asia and Middle East region had requested to be added to the agenda of PPC. The Chair also mentioned that PPC would receive a short update from Juha Siikamaki, IUCN Chief Economist, on the preparation of the first IUCN flagship report "The State of Nature in a Globalized World: Conflict, Migration and Nature". Regarding the issue of communication on trophy hunting, the Acting Director General addressed PPC and presented the facts. On 27 September 2019, the WCEL re-published a report critical on trophy hunting by the WCEL Ethics SG on the Commission's section of the IUCN webpage The report was originally published as part of the Council's proceeding of 2017 Unfortunately, this report, which was not new nor an IUCN policy position, was taken by the media as being a new report and misinterpreted as conveying IUCN's position on the subject. The article was removed from the website temporarily, at the direction of the ADG, and a disclaimer added clarifying the date of issue of this WCEL report and providing further context. The ADG mentioned that an IUCN Member, the Born Free Foundation, which is seeking to ban trophy hunting and which also has submitted a motion to WCC on this issue, has been sending numerous letters and messages to Secretariat asking about IUCN's position on this issue. Secretariat and councillors have also received letters from other organisations with the opposite opinion. The ADG decided to release a statement explaining IUCN's policy on sustainable use adopted in Amman in 2000, and providing a link to the full set of reports from the Council's deliberations in 2017. She said that she had been having discussions with Commissions on the need for more training and guidelines on the use of the IUCN website, and the formation and sharing of policy positions within IUCN. Antonio Benjamin, Chair of WCEL, addressed PPC and provided some background on the work of the WCEL Ethics Specialist Group. Denise Antolini, Deputy Chair, WCEL, then complemented the information provided by Antonio. She regretted the unfortunate circumstances that had led to the incident and apologised for any inconvenience caused to IUCN, and she explained the need for Commissions to put more information out about their work but in a manner that does not lead to the sort of misunderstandings created by the re-posting of the Ethics SG report on trophy hunting. Denise also clarified the need for contextualization of information on issues which can be seen as controversial, and committed to work together with the secretariats communications team on a training for commissions. Jennifer Katerere, Chair of GCC, recalled and clarified the context in which the initial report was produced back in 2017. She responded to Antonio Benjamin's assertion that the document from the WCEL Ethics Specialist Group was a policy position clarifying that policies for IUCN can only come from Members at Congresses. She questioned whether the release of the statement by the ADG was enough for addressing any IUCN reputational risk or damage. She also mentioned the ongoing discussion about the roles and responsibilities of the different constituent bodies of IUCN in terms of conveying policy positions on behalf of the Union. Antonio Benjamin then argued against the mentioning of reputational damage in this context.	

The ADG reassured PPC that the management of the incident was appropriate and reminded everyone of the very hard work of the Communications Team in controlling the situation.

John Robinson recommended being clearer in our internal procedures with respect to conveying what IUCN policy is and what is not.

Cyrie Sendashonga recalled the Revised Policy System of IUCN approved by Council in 2010 that clearly identifies who defines policy in IUCN: https://portals.iucn.org/union/sites/union/files/mass_doc/council/Decisions_2008_2012/7_B_Decisions_and_Appendices_C_74_en_final_30_07_10.pdf. Jon Paul Rodriguez, Chair SSC, emphasized the need to hear all voices and opinions on every aspect in IUCN's work and recognized that for this particular issue, IUCN might need to be clearer and define its policy position.

Kristen Walker mentioned that because of the nature of our Union, we are bound to hear all voices. However, she stressed that clarity is needed in terms of what constitutes IUCN's policy, what constitutes an opinion, etc.

John Robinson mentioned the motion that Born Free Foundation had submitted for the Marseille Congress and said he anticipates the motion to be very controversial during the debate at WCC and that we should be prepare for this.

Finally, the Chair of PPC recalled the rich discussion and highlighted that IUCN is a Union of Members with very diverse opinions and that this spirit should be maintained. He agreed however, that more is needed in terms of reinforcing the internal procedures to avoid risk to the image of the Union, but also in clarifying the responsibilities and procedures for creating IUCN policy. He also acknowledged the explanation given by the WCEL and concluded that the discussion on the substance of the issue must follow the proper procedures starting with the discussions in the Motions Working group on the submitted motion and then in the ordinary process for handling of motions. The incident also must be used as an opportunity across the union to strengthen our handling of controversial issues.

The Programme and Policy Committee *takes note* of the sensitivity on the issue of trophy hunting and the risk associated with uncertainties on IUCN policy on the subject, and *further takes note* of the explanation given by the ADG and the WCEL on the origin and handling of the issue.

The ADG then brought forward the issue of the Members in ROWA who alerted the Secretariat about the lack of follow-up from IUCN to Resolutions dealing with conflict, peace and the environment. Members had written to the Secretariat requesting this issue be added to the Council agenda.

Cyrie Sendashonga was given the floor. She mentioned that Resolution 3.046 (adopted at the 2004 WCC), *Conservation in regions in violent conflict of West Asia – strengthening IUCN's presence to protect the natural and human environment*, is still an "ACTIVE" Resolution, but that there is little information in the activity reports database regarding the implementation especially given that the new way of reporting on progress in implementation of WCC Resolutions and Recommendations was systematized only after the 2012 WCC, with assignment of focal points (who can be drawn from Secretariat, Commissions and Members) who proved a report on a yearly basis that allows Global Policy Unit to prepare a consolidated report for the first meeting of Council each year starting with the year after Congress.

Likewise regarding Resolution 4.097 *Liability and compensation mechanisms for environmental crimes during armed conflicts* (adopted at the 2008 WCC), Cyrie said it is also still "ACTIVE", but there is no additional information in the status of implementation as there are no Activity Reports on the Resolutions platform.

She also noted that one of the challenges we face with implementation of WCC Resolutions is the still prevailing perception that it is the sole responsibility of the Secretariat while it should be a responsibility of all parts of the Union.

The Programme and Policy Committee *takes note* of the critical importance of this issue, in particular for some regions of the world, and *acknowledges* the need for continued discussion on the wider subject of conservation, environment and peace in conflict-ridden areas, and on ways and means to make progress on the implementation of existing Resolutions.

Regarding the issue of the letter by Members on synthetic biology, the PPC Chair suggested answering the letter by recalling the task given to IUCN and Council through Resolution 086 from the 2016 WCC. PPC members agreed this was a good way forward.

Juha Siikamaki, Chief Economist, made a presentation on the status of development of the IUCN flagship report "State of Nature in a Globalized World: Conflict, Migration and Nature".

After the presentation, Councilors welcomed the progress made and highlighted the importance of IUCN's work on this issue. Some expressed surprise that climate change did not feature more prominently in the presentation as a major potential driver of conflict and migration, something which has been recognized by the international community. Extreme weather events are also closely linked to these issues, and will feature in the publication. Councilors suggested that more explicit linkages to IUCN's work on land degradation neutrality could be made, and that the report should be sure to include both international migration and internal displacement.

Members of the PPC recognized that much of the literature on these topics is old and fragmented, and that the IUCN Flagship report could potentially draw a lot of interest, including traction in the media, and that a communications and dissemination strategy should be developed as soon as possible. Close collaboration with the Commissions and Members was recommended, and it was noted that Commission experts could review drafts that touch on their respective areas of expertise. In planning for dissemination, the first deliverable will be a report, but there are opportunities for complementary products, such as an online platform to present some of the data underlying the research.

The PPC Chair thanked everyone and adjourned the meeting at 5:55 pm on Sunday 20 October.

97th Meeting of the IUCN Council, 19 – 22 October 2019

FINANCE and AUDIT COMMITTEE (FAC)

Meeting of 19 - 20 October 2019
Held at IUCN, Holcim Think Tank A

Report to Council

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/12

FAC/1	**Approval of the agenda**	INF
	The Finance and Audit Committee approved the agenda as presented.	
FAC/2	**Review of minutes of previous meeting**	INF
	The Finance and Audit Committee took note that items carried forward from prior meetings of the FAC had been appropriately dealt with or would be covered in the current meeting. The Committee noted that the recommendation of the FAC to amend the Council Performance Commitment Form to include an express commitment to comply with the IUCN Data Protection Policy was included in the GCC agenda.	
FAC/3	**Report from the Head of Oversight**	INF
	Purpose and background The Head of Oversight (HoO) presented her report which covered: • Status report on the implementation of the 2019 oversight workplan • An overview of the GRC (Governance, Risk, Compliance) framework and how the different components fitted together • The assurance work being undertaken at ROWA which included the development of an internal control assessment which external stakeholders, e.g. donors, could have access to • The outward facing hub on IUCN's approach to safeguarding against human rights abuses in its work • An update on investigations, noting that there were no new ones since the last meeting of the FAC • Work on fraud prevention *Summary of the discussion*	

	The committee thanked the HoO for her presentation and the work undertaken, particularly that in relation to the safeguarding of human rights and the importance that this was being given. The Treasurer welcomed the approach being adopted for oversight, noting that under the leadership of the current HoO a holistic approach was being adopted that focussed on prevention. The internal control portal developed for the Regional Office for West Asia (ROWA) was an excellent example. He noted that with the projected growth of the organisation and increasing regulatory demands, it was important to have a strong oversight function. In terms of future work he suggested a risk based review of the balance sheet be undertaken and that debtors should be prioritised as collectability was a significant risk. The Acting Director General (ADG) noted that good progress had been made on improving internal controls in ROWA and that this had been done by working closely with regional management. The FAC noted the importance of control to guard against money laundering and asked that the Secretariat put in place the necessary controls. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the report from the Head of Oversight.	
FAC/4	**Report of the Legal Adviser** **1. Legal actions against or by IUCN** *Purpose and background* The Legal Advisor presented an overview of the existing legal actions against or by IUCN, including statistics, a summary description of major cases, and developments since the last meeting of the FAC. *Summary of the discussion* The Legal Advisor responded to various questions posed by the committee.	INF

	The FAC requested what the process was for provisioning for losses and costs. The CFO replied that every case was reviewed at the year-end and provisions were made taking into consideration the likelihood of losing the case. A general provision was included in the budget to cover such losses. *Conclusion* The Finance and Audit Committee TOOK NOTE of the update on legal issues pertaining to legal actions by and against IUCN.	
FAC/5	**Update on information systems projects** *Purpose and background* The report of the Director of Global Information Systems Group (GISG) was taken as read. *Summary of the discussion* The Chair asked for an update on the Time Management System. The Director of GISG noted that the system was to go live in January 2020 and that it would be fully integrated with other systems. The Chair noted that a few offices scored low on the IS satisfaction survey. The Director of GISG said that they were doing further work to understand the underlying issues and that they would then take remedial action. For example, an external company had been contracted to support one office. The Treasurer asked if there were any major investments that need to be made in the coming 4 years. Were there any major gaps? The Dir. of GISG replied that the ERP had just been upgraded and he did not see any major gaps though various requests for systems development had been received. One exception could be security as this was a fast moving area and additional investment could be required in the future. A member of the Committee noted that the Union Portal does not allow bidirectional dialogue for Commission members and that something more practical was required. The Dir of GISG took note of the request. *Conclusion*	INF

	The Finance and Audit Committee *TOOK NOTE* of the report of the Director of GISG and were satisfied with the attention being given to IT risks.	
FAC/6	**Commission Financial Rules**	
	Purpose and background	
	The CFO presented a compliance report on the implementation of the Commission Financial Rules. The rules were approved by Bureau of Council in June 2017.	
	He noted that the level of compliance was high for Commission Operating Funds and for income and expenditure passing through the books of the Secretariat.	
	There were, however, compliance gaps for income and expenditure passing through the books of other organisations hosting commission activities and that these needed to be addressed. In addition, financial reporting needed to standardised, in line with the rules and the IUCN regulations.	
	The CFO proposed several recommendations to improve overall compliance going forward.	
	Summary of the discussion	
	The Chair proposed that the financial reports of Commissions should be reviewed by the FAC on behalf of Council.	
	Committee members noted that significant improvement had been made since the introduction of the rules but further improvements were required. It was also noted that all Commissions were different. For example, not all Commission received cash contributions.	
	It was noted that most Commissions do not have finance capacity and therefore processes and procedures had to be simple and straightforward to the extent possible, e.g. through the provision of templates for reporting, for receiving funds and for receiving in-kind contributions.	
	It was recognised that it would not be possible to capture all contributions, particularly in-kind contributions and that the objective should be to concentrate on significant items.	
	Implementation was important, mainly because of reputational risk.	

	A proposal was made to include a self-assessment and self-declaration of compliance and that this should be explored, noting that sub-groups would also need to complete a self-assessment.
	
	Some flexibility was required around the type of supporting documents. For example, an MOU might result in a long bureaucratic approval process, where as an exchange of letters would be more straightforward.
	
	The ADG noted that processes had to be efficient so that they enabled the work of the Commission and did not result in an unmanageable workload. Transparency over commission activities and transactions was key for all components of the Union.
	
	Conclusion
	
	The Finance and Audit Committee emphasised the importance of compliance and *recommended* as follows*:*
	
	    1. The Secretariat develops a reporting template which could then be used by Commissions for preparation and submission of 2019 financial reports to the Secretariat for consideration by the FAC in 2020.
	    2. The Secretariat explores the development of a self-assessment form with Commission Chairs.
	    3. Commission Chairs take action to improve the overall level of compliance where gaps have been identified.	

FAC/7	**Congress 2020 budget** *Purpose and background* The report of the Director, Union Development Group, on Congress Budget was taken as read. IUCN signed a hosting agreement with the Government of France. The host country will provide all on-site facilities. The projected cash budget for the 2020 Congress is estimated at CHF 9.7m including CHF 200k for contingencies. Out of this, CHF 6.6m had been secured. IUCN will cover CHF 1.6m of the total Congress budget from annual budgetary allocations of CHF 250k as well as core allocations to the Congress Unit.	INF

	The host country will provide a cash contribution of CHF 2.3m of which CHF 1.7m will be for sponsored delegates.

Income from registration fees has been budgeted at 75% of the maximum expected amount and income from exhibitions budgeted at 70% of the maximum possible.

A full risk assessment was presented at the October 2018 FAC. The secretariat continues to monitor and mitigate these risks, including but not limited to;

- 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

Summary of the discussion

N/A

Conclusion

The Finance and Audit Committee TOOK NOTE of the budget update for the IUCN World Conservation Congress 2020 and the associated risks and was satisfied that these were being satisfactorily managed. | |
| FAC/8 | **Financial results to end of September and forecast for 2019**

Purpose and background

The CFO presented the 2019 financial results covering the period to September in order to update FAC on the latest financial situation.

The results show an operating deficit of CHF 0.6m, down from a deficit of CHF 1.2m at end of June. The deficit was largely related to low project expenditure. This will change in Q4 as expenditure incurred by implementing partners is booked into IUCN's financial system. The Secretariat is forecasting a breakeven position by the end of the year.

Actual project expenditure was at 61% of budget for the period. It is likely that the project expenditure budget to year-end will be in the region of 90-95m, in line with 2018 | INF |

	expenditure but lower than the 2019 budget figure of 124.5m (reforecast to 110.4m in July).
	
	Summary of the discussion
	
	The Secretariat explained the measures taken between June and September to reduce the deficit and set a track to break-even by year-end;
	
	    i) 5% budget reduction across all global programmes and regional offices
	    ii) Improved project implementation rates
	    iii) Temporary freezing of recruitment for positions funded by core funds
	
	The FAC welcomed progress made on reducing the deficit.
	
	Members sought clarification from the Secretariat on issues such as;
	i) Is it possible to have a more even presentation of spending by grantees across the year?
	ii) How much of the deficit is structural and how much is due to timing of recording expenses.
	iii) Deficits attributed to project development costs
	
	The CFO responded noting;
	i) Due to the number of grantees and amounts involved, the costs of getting reports from grantees on a regular basis could outweigh the benefits
	ii) The deficit amounts are directly attributable to levels of project implementation
	iii) Project development costs are heavy for large Programmes early on while returns on investments come much later. As IUCN is in early stages of GEF/GCF project implementation experience, programmes continue to spend resources on development of such projects without being able to recover such costs in the short term.
	
	Members asked the CFO to provide a listing of all deficits and surpluses by unit for a global overview.
	
	Conclusion
	
	The Finance and Audit Committee *TOOK NOTE* of the results to end of September 2019.	

FAC/9	**Resource mobilisation update** *Purpose and background*	INF

The Director of the Strategic Partnerships Unit (SPU) presented a report on resource mobilisation, highlighting;

- Active project portfolio - CHF423m at the time of preparing the 2020 budget
- CHF92 of new projects signed since 1 January 2019
- Framework core funding secured until end 2020.
- Negotiations for 2021-2014 Framework commitments initiated.
- The European Commission remains IUCN's largest donor
- Income from multilateral donors is now IUCN's largest income source
- 2 new patrons recruited since June 2019, raising the number to 15 from 1 in 2015

The Director of SPU also informed FAC members that there are two external reviews commissioned, one by SDC and the other jointly by Framework donors and the Secretariat. The outcomes of these reviews will have an impact on the level of Framework funding for IUCN going forward.

The director also noted the need to invest in skills in the unit to take advantage of potential new sources for IUCN funding, such as US-based foundations, without overlooking the need to keep servicing the current donors.

Summary of the discussion

The FAC noted that commissions will be having high-level events in Marseilles and encouraged the SPU to reach out to them to see whether there could be possibilities of networking for future funding prospects.

Members commended the increase in Patrons of Nature and reiterated the need to give them a role in IUCN that will support resources mobilisation beyond their own individual monetary contributions.

The FAC underscored the importance of having a strong fundraising unit, capable of tapping into traditional and new opportunities, such as regional development banks, for-profit entities, and foundations.

Conclusion

The Finance and Audit Committee *TOOK NOTE* of the report and welcomed the progress made in various areas of resource mobilisation.

FAC/10	**Investment update and portfolio performance** *Purpose and background* The CFO presented the performance of the investment portfolio from inception in 2013 to 30 September 2019. For the first 9 months of 2019 the return has been +3.10% (about CHF 500k), reversing the loss realised in 2018. The overall level of risk and volatility remain low. *Summary of the discussion* Members noted the potentially high risk of having investments, directly or otherwise, in non-sustainable investments. Noting that the monetary loss of divesting from such losses would be minimal, members asked the Secretariat, together with the Treasurer, to obtain proposals for a portfolio made up of 100% sustainable investments. *Conclusion* The Finance and Audit Committee *REQUESTED* that the Secretariat, together with the Treasurer, review investment options with a view to ensuring that 100% of IUCN investments are in Sustainable Investments, both directly and indirectly. The findings should be reported to FAC in its meeting of February 2020.	INF
FAC/11	**Review of the draft IUCN 2020 Budget for Submission to Council for approval** *Purpose and background* The CFO presented the 2020 draft budget. A breakeven budget was proposed. The 2020 budget reflects a stable level of core income at CHF 29m and a slightly lower level of restricted income (project income) at CHF 121m (CHF 125m in 2019). Core income allocations were generally unchanged compared to 2019, with only minor modifications. Some additional funding had been allocated to the oversight function. The main risks associated with the budget were project implementation levels not being achieved.	DEC

Summary of the discussion

The FAC noted that framework funds for 2020 had been secured with the exception of funds from the US However, FAC noted that a breakeven budget left limited room for flexibility or the capacity to absorb financial shocks. The budgets also left limited room for IUCN to invest in new initiatives.

The FAC enquired about the overall decline in project expenditure compared to the 2019 budget. The Secretariat explained this was because of a more rigorous budgeting process and a reduction in the level of expenditure attributed to projects under development.

The FAC noted that delays in project implementation continues to be a risk with delivery levels normally reaching around 90% of budget. This could result in the budgeted levels of cost recovery not being realised and a potential deficit.

The Secretariat underscored the heavy burden in 2020 in terms of fundraising for events such as IUCN World Conservation Congress and the 4 Summits mandated by Council, alongside the need to fund the normal operations. As such, the Secretariat requested that FAC consider that 2020 budget be approved on a breakeven basis and that surpluses be built in future budgets.

The ADG agreed that, in the event that the Secretariat was successful in mobilising core funds over and above the budgeted level, it would prioritise the use of those funds for investment that would support growth and rebuilding the reserve.

In relation to FAC/18 (see below), the FAC supported to make available CHF 350k from reserves to fund the 2nd Law Congress to be held in 2020, noting that WCEL will make best efforts to fundraise for this amount. This amount, therefore, needs to be added to the 2020 budget.

Conclusion

The FAC recommends to approve the 2020 Draft Budget as presented; subject to the modification of CHF 350k to support the WCEL Congress; and a commitment by the Secretariat that, in the event that additional core income is raised, priority will be given to setting aside investment funds to support growth and rebuild reserves.

FAC/12	**Risk Management update** *Purpose and background* The Head of the Planning, Monitoring, Evaluation and Risk Unit (PMER) presented an update of the Enterprise Risk Management Framework and the Risk Register. The Head of PMER informed FAC that 20 Unit-level risk registers (85% of target business units) had been developed. At least 190 staff members had attended risk management workshops led by the PMER unit. The IUCN Risk Committee established a task force in March 2019 to undertake an initial self-assessment of law enforcement partnerships with security forces and judiciary authorities benefiting from direct or indirect support from IUCN. As a result of this assessment, an internal assurance hub is under development and a first high-level excerpt will be presented during the 70th FAC meeting *Summary of the discussion* FAC members noted the progress made on Enterprise Risk Management Framework and the Corporate Risk Register. Members expressed concern about the potential risks carried by working with partners, citing the ongoing accusation of Human Rights abuses made against WWF. The Head of PMER informed FAC that all partners are scrutinised through a due diligence process and that Human Rights issues will be added to those checks. FAC noted that IUCN could seek the assistance of organisations competent in the Human Rights sphere to advise on how to go about designing projects and screening for human rights issues. The chair of WCEL offered to assist in linking the Secretariat to organisations such as Human Rights Watch and Amnesty International. Members asked about the prioritisation of risks and whether they were being appropriately addressed. For example, were balance sheet risks such as collectability of debtors	INF

	being addressed? The Head of PMER confirmed that these items were included in the risk register and that a risk owner had been assigned. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the update on the Enterprise Risk Management Framework, and the Corporate Risk Register.	
FAC/13	**Financial Planning post 2020** *Purpose and background* The CFO presented an outline document arising from the meeting of the Task Force on Financial Planning post-2020 held on 17 October. The outline identifies key steps towards the preparation of a strategy such as the reason why this is needed, the scope of the strategy, challenges and opportunities, strategic directions needed, investment requirements, and resource mobilisation. The Finance Strategy will support IUCN mission and implementation of the IUCN Programme and will define ways of providing the financial resources needed to sustain growth and impact *Summary of the discussion* FAC noted the timely need for a Financial Strategy bridging the gap between the mission of IUCN and the 4-year intersessional planning cycles. FAC observed that the strategy should look at a period not less than 10 years and be aligned to the IUCN corporate strategy. Members noted that IUCN needs an inspiring proposition that capitalises on its unique characteristics and that curves out a niche for IUCN as a global convenor of conservation and biodiversity movements. Both the Corporate Strategy and the Finance Strategy would draw from this inspiration. The Chair informed FAC that the Bureau has encouraged a coordinated approach to the work of the various Task Forces working on Strategy (Membership, Programme, and Finance) to ensure coherence. Members discussed various items that should be included in the strategy such as;	INF

	• Ensuring Financial sustainability • Budgeting for and undertaking investments in both the infrastructure of IUCN as well is in project development • Diversification of revenue sources including looking at untapped markets such as low income countries (state and non-state actors) • Definition of what growth IUCN should be pursuing • Investing in fit-for-purpose staff, Members and partners • Tapping into niche markets, such as developing a mechanism similar to CO_2 pricing mechanism for biodiversity • Recognising the value of in-kind support derived from commission members. *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the outline presented by the Task Force on Financial Planning post 2020 and asked the Secretariat to provide a draft strategy by 15-Dec-2019. The FAC will review the strategy and comment on it electronically, and the Task Force will meet 2 days ahead of the 70th Meeting of FAC to work on the final draft to be presented to FAC and Council in their February 2020 meetings. The FAC member representing Switzerland generously offered to source funding for the 2-day meeting.	
FAC/14	**Financial Plan 2021-2024** *Purpose and background* In accordance with Article 88e of the IUCN Statutes, the Director General shall submit to Congress for approval a draft financial plan for the period 2021-2024. The Financial Plan is required to be distributed to Congress 90 days ahead of the start of Congress. The CFO presented a discussion document laying out the scope and preliminary data projections. The summary income for the period is projected to be CHF 743m, of which 130m is Core and 613m is Project income. The main changes from the 2017-2020 Plan are projected to be a 10% increase in membership fees, 6% increase in Framework Income and other unrestricted funds respectively, and a 47% increase in Project Income (10% p.a.). *Summary of the discussion*	

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	Members thanked the CFO for the draft Financial Plan and advised the Secretariat to enrich the plan by incorporating; • A section on cost structure of IUCN (by Geography, Function, etc.) • A section on investments FAC noted the risks inherent in the financial plan highlighting the key ones as: 1. Maintaining framework income 2. Diversification into new income streams 3. Project portfolio risk related to increase in grant making and transfers to partners 4. Building reserves *Conclusion* The Finance and Audit Committee *TOOK NOTE* of the draft outline for the Financial Plan 2021-2024 and tasked the Secretariat with providing a draft document to FAC before 15-Dec-2019. This will be discussed by FAC electronically and final decision taken at the 70th meeting of the FAC and 98th meeting of Council.	
FAC/15	**Reserves Target** *Purpose and background* In November 2011, The FAC approved a reserves target of CHF 25m, based on a consideration of 3 criteria made up as follows: CHF m Working capital requirement 7 Risks 13 Future investments 5 **Total** **25** The CFO presented a review of the risks faced by IUCN and the possible drawdown in reserves, together with an estimate for investments. He recommended maintaining the target level of CHF 25m. *Summary of the discussion* Members considered the proposal by the CFO. They recommended that the target should be maintained at CHF 25m, but kept under review, particularly in light of the increase in size in the project portfolio and the increase in	DEC

	risk that comes with grant making programmes and the increase in use of implementing partners as a delivery mechanism. *Conclusion* The Finance and Audit Committee APPROVED to retain the reserves target at CHF 25m.	
FAC/16	**Report of the Joint FAC/GCC Task Force on Membership Dues** *Purpose and background* At the 94th meeting of Council (April 2018) the FAC and GCC decided to form a Task Force to look at various issues around the membership fees structure. The Task Force will present proposals to Council in its 97th Meeting. The CFO presented a verbal summary of the proposals for Members in groups B and C: • Determination of membership dues will be based on total expenditure as opposed to total operating expenditure; • The scale of dues will also be adjusted in line with inflation; and • an additional dues group for small organisations will be added. *Summary of the discussion* Members expressed the need to base membership dues structure on a value proposition for Members. Members underscored the risk that changes in fees structure may result in reduced membership income for IUCN due to withdrawals in the event that Members found themselves in a higher category. *Conclusion* The Finance and Audit Committee *TOOK NOTE* the verbal report of the Joint FAC/GCC Task Force.	INF
FAC/17	**Appointment of Auditors for 2021-2014** *Purpose and background*	DEC

	The External Auditors are appointed by Congress on the recommendation of the Council. (Article 20 (j) of the IUCN Statutes). PricewaterhouseCoopers (PwC) were appointed by the 2012 Congress following a competitive process. PwC's initial mandate was for 4 years, covering the years 2013-16. The mandate was extended by the 2016 Congress to cover the years 2017-20 The CFO presented a proposal to FAC to extend the mandate of PwC for 2021 and 2021, and thereafter for the Council to appoint new External Auditors for 2023 to 2024 based on competitive selection process, with the approval of Congress. For this, the Secretariat proposes that Council present a motion to Congress that reads: The IUCN World Conservation Congress, At the recommendation of the IUCN Council, Appoints PricewaterhouseCoopers as IUCN External Auditors for the years 2021 to 2022, and requests that Council appoints the External Auditors for the years 2023 to 2024 following a competitive selection process. *Summary of the discussion* The FAC considered and accepted the proposal from the Secretariat. *Conclusion* The Finance and Audit Committee will present a Council decision in line with the above at the meeting to be held in February 2020.	
FAC/18	**Residual Funds from 1st IUCN World Environmental Law Congress** *Purpose and background* In the intersessional period 2013-2016, WCEL was exceptionally allowed to roll over unused funds from the Commission Operating Funds (COF) from one year to the next. These funds were held in a designated reserve earmarked for the 1st IUCN World Environmental Law Congress held in Rio de Janeiro, in March 2016. As a result of successful fundraising by the WCEL, CHF 445,000 was	DEC

	not utilised. At the end of 2016, in line with the IUCN reserves policy, the funds were transferred to IUCN general reserves. The Chair of the WCEL requests that CHF 350k be made available from reserves to fund the 2nd Law Congress to be held in 2020, noting that WCEL will make best efforts to fundraise for this amount.
	
	The chair of WCEL explained to FAC that planning for 2nd WCEL Congress on 2020 was largely based on the assumption that the funds earlier designated were still available to WCEL.
	
	FAC noted that planning of the 2nd WCEL congress is well advanced and that not convening it could cause reputational damage to IUCN.
	
	FAC asked to receive an estimate of the balance needed to convene the congress. The chair of WCEL estimated the balance needed to be around CHF 305K.
	
	Summary of the discussion
	
	Members noted that the Secretariat had acted within the laid down procedures in transferring the designated funds to the general reserves.
	
	Noting that allocation from the 2020 budget would create an unfunded budget expense, the FAC considered 3 options:
	   i) Make an allocation in the 2019 budget
	   ii) Make an allocation in the 2020 budget and make compensatory reductions elsewhere
	   iii) Allow a deficit budget for 2020 with the deficit to be funded from reserves
	
	Conclusion
	
	To avoid any reputational risk that might occur should the 2nd WCEL congress not be organized as planned, the Finance and Audit Committee, on an exceptional basis, recommends to Council to allow the use of reserves to a maximum of CHF 350,000 for the 2nd WCEL Congress. These funds should only be used in case all other channels of raising funds for the congress bear no result.	

FAC/19	**Ammendments to the FAC ToR following the External Review recommendation** *Purpose and background*	DEC

The Governance Review includes several recommendation in respect of the role of the FAC. The review recommends that the FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its:

- Expectation of the external auditors;
- Relationship with the internal auditor function;
- Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.

Summary of the discussion

The FAC was in agreement with recommendations made.

Conclusion

The FAC agreed with the Governance Review recommendation to amend the FAC ToR to articulate the role and responsibility of the committee with regard to its:

1. Expectation of the external auditors;
2. Relationship with the internal auditor function;
3. Role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.

The FAC will propose a revised ToR to Council for approval at a future meeting.

**22ⁿᵈ meeting of the Governance and Constituency Committee
Room Red List B – IUCN Headquarters, Gland, Switzerland**

**Saturday, 19 October 2019 – 09:00-12:30
Sunday, 20 October 2019 – 09:00 – 18:00**

Report to Council
Approved by the IUCN Council during its 97ᵗʰ Meeting, 19-22 October 2019, decision C97/12
Modifications made by Council are shown in red characters

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

- **Secretariat Focal Points:** Global Director Union Development Group: Enrique Lahmann; Senior Governance Manager: Luc De Wever; Membership Coordinator: Fleurange Gilmour; Communications Manager, Union Development Group: Sarah Over. Legal Adviser: Sandrine Friedli-Cela

Apologies: Ali Kaka, Youngbae Suh

Observers: Frank Hawkins

Opening of the meeting – Welcome to everyone

1   Governance issues

1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations: DEC

1.1.1   Review of comments from IUCN Members received during the Regional Conservation Forums and online, and possible revision of proposals of the different reforms.

The GCC was invited to review the Council proposals in light of the comments received from IUCN Members during RCFs and through the Union Portal and, for each proposal, make a recommendation to Council either to:

a.   maintain the proposal as it is; or
b.   revise it; or
c.   drop the proposal.

This should include establishing a process to ensure that the required amendments to the Statutes and/or, as the case may be, the Regulations are prepared in time to be submitted to Council for approval in February 2020.

The GCC should give clear directions to those who will be mandated to prepare the amendments.
The deadline for preparation of documents was set at 23 January 2020.

1.1.1.1 **Including subnational governments in IUCN's membership** – **DEC/DIS**

Comments received during the RCFs only indicate that there was general support by the Members of this proposal. However, there was confusion regarding the proposed voting structure, the definition of "sub-national" and requests for the goal of the proposal to be clarified

Decision: A GCC working group (led by Shaikha Al Dhaheri) will work on a revision of the proposal taking into account the following:

- The need for clarification about voting powers, in particular regarding the State vote and balance of power between two houses
- Further work on the definition of "sub-national" is needed

- Clarification of the goal of the proposal.
- A proposal for dues for this category should the proposal be adopted (in collaboration with the Dues Task Force)
- Any amendments to the Statutes and Regulations that will be needed if the proposal is adopted.

Work will involve consultation with the Council WG on Subnational governments led by Amran Hamzah, the Legal Adviser and the Dues Task Force. The amended proposal will be presented to GCC by 23 January 2020.

1.1.1.2 Election procedures and inclusiveness of dependent territories - DEC

- Proposal of how to amend the Statutes does not need to be changed
- Goal needs to be clarified – how this will change the representation – but not over-representation
- Intention and power

There was broad support for this proposal, particularly in the Caribbean sub-region (who had initiated the amendment). In SUR there was a misunderstanding among some Members who thought that this proposal was a way for some states to gain more power. However, clarification of the fact that the proposal would allow for geographical location of a State to take precedence over its political status, allayed concerns.

The Legal Adviser explained that technically, it would be possible to have many representatives from one State (for example, France who has territories in many of the Regions and could have a representative in each of them). However, it was felt that this situation would be unlikely to happen and it was unnecessary to add wording to expressly limit the number of representatives from one State. Indeed, adding a limit could create more problems since this would require a decision process on selection of candidates where there are more than the maximum number, how to handle appeals and who should make the decisions, for example.

Feedback from RCFs included requests for clarification of the meaning of "part of a region". Wording in the proposal was drafted with the Caribbean in mind, which is a sub-region that is formally recognized in IUCN but consideration should be given to whether or not this is a unique case.
Decision: A small group (Sixto Incháustegui, Luc De Wever and the Legal Adviser) would reflect on the issue of terminology and a revised proposal presented to GCC for email decision within a month. This would include:
- The purpose of the proposal
- Clarification of a part of a region

1.1.1.3 Establish an elected indigenous Councillor position - DEC

There was broad support for the proposal by Members. However, it was proposed that it would benefit from further formal consultation with Indigenous peoples' organisations (IPOs).

At the RCF in Eastern and Southern Africa, there was concern about the definition of the IPO category, in particular the fact that the current definition excludes local communities. This might be an issue that needs to be reflected upon by the next Council. It was agreed that the process for the appointed Councillor would be better communicated to Members with clear criteria set out as previously discussed by the GCC.

In comments from Canada, it was pointed out that an IPO could be included as a sub-government under the new proposal. This could have an impact when choosing a representative for election.

However, since the mandate to create the IPO category came from the Indigenous NGO sector, it was felt that only associations within the NGO category could nominate a candidate for the position of an elected indigenous Councillor.   It was agreed that a clear process for the appointment of an additional Councillor be established.

Decision: A small group (Jenny, Mamadou and Ramiro) was established to further develop the proposal, statute revisions required and to consider the issue of whether the proposal could result in more than one representative from the same State. This should be done in consultation with a spread of IPOs and with the support of the Legal Adviser for the required Statutory changes.

The group will seek a solution for the issue of same state limitation within one month and the paper on other amendments, including a change to Article 38 of the Statutes, will be submitted to GCC by 23 January 2020.

1.1.1.4 **Modification of the term "Regional Councillor"** - DEC

Feedback from the RCFs included the recognition of the fact that Regional Councillors have a dual role. One suggestion was to dispense with the term "Regional" and refer to "Councilors from the Regions" instead.

There was also a request that the duty of Councillors to communicate with Members in their Region be made more explicit.

There was support within the GCC for the proposed change from "Regional Councillors" to "Councillors from the Region". The relevant section of the Councillors Handbook will also be reviewed to ensure that the regional and global responsibilities are properly reflected in there, as will the Performance Commitment and Code of Ethics.

Decision: A Working Group was established to look into making this change in the Statutes, and that to take care to ensure the wording of each section does not become cumbersome. The working group will compose of Masahiko, Mamadou (Chair), Legal Advisor. Proposals to GCC to be made by the group by January 23 2020.

1.1.1.5 **Improvements to the motions process** – DEC/DIS

A. Increase majority required to adopt motions
This proposal generated both strong support and strong opposition among the IUCN Members.
In support of the motion was the fact that a moving to a 2/3 majority will avoid highly divisive situations and encourage people to work together. Concerns were raised that such a move will mean that IUCN becomes less able to adopt innovative motions that change the status quo and advance needed changes. Similarly, there was concern that if adopted, this requirement would prevent the adoption of proposals relevant at a regional, national and local level, for example, because people don't understand the issues and abstain.

Two letters, one from Richard Ottinger and Smita Narula, Co-Directors of the Center for Environmental Legal Studies and one from International Council of Environmental Law received on 16 and 18 October respectively, were addressed to the Council with the request to withdraw its proposed requirement for a 2/3 vote to pass resolutions at the World Conservation Congress 2020 in Marseille on the basis of the same motives mentioned above (letters available here, as Annex 5).

It was argued in GCC that if there are good consultations for motions, there should be no reason not to achieve a 2/3 majority even by minority groups, for innovative ideas or issues of more local concern. More effort will have to be put in the process but it should be possible. Further data from the last Congress showed that had this rule been in place for the 2016 Congress, only 3 that were adopted would not have passed. However, it was unclear if those three were minority groups or innovative ideas.

B. Guarantee scientific independence of the work carried out.

There were no objections from Members on this issue.
GCC also supported and it tabled the proposal unchanged.

C- Cap on abstentions Article 32 of the Statutes

Similar to 2/3 majority issue, some of the Members expressed concerns and raised questions in relation to one of the proposed statutory changes in relation to counting the abstentions as casted votes and putting a cap on the number of abstentions in order for a motion to be adopted. Because some of the Members wish to abstain, but may not necessarily want to prevent the motion from being adopted, these Members encouraged the Council to look for a solution that retains this option of IUCN membership.

GCC shared this concern and decided that some other options be considered and decide if a viable alternative could be found.

Decision: A sub-group, led by Tamar Pataridze, was established to address the issues for proposals A and C. Hilde Eggermont from GCC joined the group. Invitations would be extended to the members of the Task Force for this item and a revised proposal to be submitted by 23 January 2020. Secretariat will support the group in terms of providing the data and information, including for decisions for the last two Congresses to support the discussion process on proposal A.

1.1.1.6 **Role of Commissions in National and Regional Committees** - DEC

There was broad support by Members for recognizing role of Commissions within National and Regional Committees, with no voting rights.

The issue of whether Commissions should be aligned with the IUCN Regional programme was discussed as such alignment would promote working together. However, the Chair noted that Commissions bring a wealth of knowledge to discussions, even without extensive regulatory frameworks. To ensure this continues, the objective of including the Commissions in National and Regional Committees needs to be clarified, including both their action (work) and the knowledge they bring.

The next steps of the Working Group will be to propose the actual modifications to the operational, including the clarification that there be one representative from each of the Commissions.

Decision: Jenny Gruenberger will develop a proposal (with Secretariat support for translation) – to allow the consultation process by 23 January 2020, confirming with the Legal Adviser that no amendments to the Statutes are needed since the changes will be made to the National Committee operational guide.

1.1.2   Proposals on other topics due by October 2019:

1.1.2.1 **Comprehensive gender approach at IUCN** - DEC

GCC reviewed the proposed amendments to the functions of the Gender TF outlined in the draft ToR. The timeline was updated and it was agreed that the concept note will include a detailed plan for discussion at GCC/Council in February with the final proposal to be presented at the Members Assembly.

GCC also discussed the composition of the TF. Upon the request by the GCC Deputy Chair the day before GCC meeting, the Commission Chairs nominated two representatives for the TF - Meher Noshirwani, Chair of Gender specialist group (CEESP) and Shalini Dhyan, Regional Chair from East Asia (CEM), while the ADG nominated Jackie Siles, Senior Project Coordinator for the GGO as the expert representative from the Secretariat.

From GCC Jenny, Tamar and Shaikha volunteered to join the TF.

Decision: GCC approved the constitution of the group. It was agreed that the plan will be finalized by 23 January 2020 for discussion at GCC and Council at the next Council meeting before it is distributed to Members on 10 March 2020.

1.1.2.2 **Establishment / operating rules / oversight of National, Regional and Interregional Committees (IRC), incl. discussion of scope and purpose of IRC** - DEC

This relates to areas of improvement of IUCN's governance B2 and B7. These two issues were put into the same paper because they link to each other. An initial discussion took place during GCC's call on 23 September and some changes were made to the document based on proposals made during the meeting (section 3 b) and c).

Before the discussion there was a presentation by Secretariat on findings from the analysis on National and Regional Committees that was undertaken, and which links to paper B2/B7.

Following the presentation, Masahiko raised his concern that there was no linkage of the National Committee of Japan with the Secretariat. However, documents suggest otherwise since there is mention that the National Committee is responsible for translations and the actions that have been taken. There is no doubt that the relationship needs to be strengthened across the board and there is much interesting work to be done by the National Committees.

Hilde welcomed the recognition of opportunities that National Committees offer. The Statutes tend to focus and constraints and restrictions which sometimes confuse National and Regional Committees with regards to the work they can undertake under the One Programme Approach.

With particular reference to issues with the IUCN Netherlands Committee, she suggested that it would be interesting to study the current situation to establish how issues that had caused problems in the past have been mitigated. A lot has changed since 2017 and there is concern within the Committee that its past reputation is tarnishing the reputation of the Committee today.

Referring to the requirement of completing annual reviews, the Chair highlighted the reticence of people to complete annual reviews and wondered whether this has anything to do with the fact that work is carried out on a volunteer basis.

The Secretariat view is it is possible to support the Committees with the mandate and structure to enable this. By engaging with Committees, it becomes a positive cycle, justifying the funds for a unit and moving up through the engagement cycle. The difficulty is deciding where to start. Information gathering exercises by Secretariat will be conducted in the spirit of engagement and openness to avoid being viewed negatively.

B2. Clarify, modify or develop the requirements for establishing National, Regional and Interregional Committees, acknowledging that the establishment of IRC may have political as well as ecological motives.

> The paper was prepared following:
> - Initial discussions on the establishment of an Interregional Committee for the regions of West Europe, North and Central Asia in November 2017 (Council document C/93/GCC/2.7.1.1)
> - Recommendation made in Council document (Council document C/94/GCC13 2.4.4) from April 2018 (94th Council) to extend the review to other Committees which was consistent with the approach taken by the Bureau WG at its meeting of 10 April 2018.

The Secretariat has undertaken an analysis of the current process and criteria for establishment of National/Regional and Interregional Committees, as stated in the Statutes and Regulations. Currently there is inconsistency with the establishment/constitution process of all Committees and their daily functioning and maintenance. It is advisable to have a similar establishment/constitution process for all Committees to ensure a proper democratic process and legitimacy.

In order to define the common standards applicable to all types of Committees, and how the Statutes and Regulations may be amended, the GCC was asked to consider, as an initial process, the considerations/questions listed by the Secretariat in the document (section 3 (b) and c).

The GCC focused on a number of issues regarding the establishment, composition, governance and scope of National, Regional and Inter-Regional Committees.

Whilst some of the questions listed were answered, the GCC felt that there was more discussion needed, particularly around the issues of composition, scope and governance. Secretariat was requested to produce a paper that evaluates the different iterations of the three types of Committee and the implications each of them has for the organization of IUCN with regards to decision-making and the rights of Members to engage and cooperate. The paper should set out the implications, opportunities and problems pertaining to each type of committee and will reflect the conversations that have been had to date.

The Chair wished it to be noted that she was concerned that she had not been made aware by the Secretariat, of a legal opinion relating to the rights of Affiliates to vote in National Committees. This is an important matter relating to the governance of National Committees and the rights of IUCN Members and is an issue that should have been brought to the GCCs attention for discussion, particular as Affiliates are none voting Members. She commented that this was a clear example of the lack of flow of information between the Secretariat and the Council.

The paper will be presented for discussion at the next Council meeting in February 2020. Should the GCC/Council not complete the work on this matter ahead of the Congress in 2020, the paper will serve as detailed handover notes for the 2020-2024 Council.

B7. Guidance to IUCN's National, Regional and Interregional Committees to ensure their transparency, independence and integrity, including the respect of IUCN brand use guidelines and non-competition

with the Secretariat when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight

This follows discussions from the 92ⁿᵈ Council meeting (February 2017), the 73ʳᵈ meeting of the Bureau in November 201 and the 74ᵗʰ meeting of the Bureau in April 2018.

Concerns have been raised about: Committees acting as NGO with legal personality beyond the IUCN Council's oversight; Operation outside their national state or region; risk for IUCN potentially affecting IUCN's Programme, finance and governance.

Some options to strengthen Council's oversight on the Committees include:
i.   Effectively implement the obligation to submit an annual report to Council.
ii.   Provide for the obligation of the Council to review the report.
iii.   Have under the responsibility of the Council, through PPC and FAC, the oversight of the Committees as it already exists for the Commissions.
iv.   Have a standardized website for each Committee.
v.   Review the Operational Guide for National and Regional Committees, the license agreement and the logo rules for National and Regional Committees (according to the IUCN Brand Book) and ask each Committee to sign a revised copy.
vi.   Consider amending Articles 65-66bis of the Statutes and/or Regulations 66(f) and 67(a).

The Secretariat proposes that Council takes the opportunity of the 2020 Congress to raise awareness of the lack of oversight and risks involved, by either including a section in the Council report to Congress or in the Congress document presenting Council's proposals to amend the Statutes with regard to the Interregional Committees. The issue should be tabled for discussion in Congress after which the Congress Governance Committee may bring a summary or proposals for decision to the plenary. This could include e.g. a paragraph in the Congress Resolution amending the Statutes, requesting the next Council to take appropriate actions within its authority in order to address the risk and the gap in governance oversight, and to propose any actions beyond its authority, including proposals to amend the Statutes, for approval by electronic vote of the IUCN membership prior to the 2024 Congress. It was stressed in meeting that interaction with the Members committees should focus on facilitating engagement in the work of IUCN and the objectives of the Membership Strategy.

GCC discussion regarding the strengthening of the oversight of National, Regional and Inter-Regional committees focused on the requirement of annual reports by Committees. Different reporting structures were discussed and there was agreement that a structured format for the reports would be helpful. The process needs to be simplified. However, whilst it was broadly accepted within the GCC that there is merit in such reports to showcase the work undertaken by Committees, the Secretariat currently makes no use of the few that are submitted, thereby negating any incentive. The GCC urged the Secretariat to reflect on how these reports could be used to address concerns of members and implement the membership strategy

There were also questions regarding what the results of non-compliance might be. It was agreed that it is good to have oversight, but thought must also be given to how to follow up on this. Should there be a clear definition on the role and mandate of Committees? Where should support for Committee work come from – the committees themselves or Secretariat?

The Legal Adviser suggested that the revision/update of the Operational Guide for National Committees be a good place to start. The Chair noted that in making any modifications it would be important to address the main concerns of the Members, who are currently disengaged and see little or no value in their IUCN membership. Highlighting the opportunities that the different tools available to them create, is one way of trying to improve this situation.

This matter is linked to the B2 paper referred to above and will be included in the paper that Secretariat will produce for the next Council meeting in February 2020.

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1.1.2.3 Clarification of membership admission and rights - DEC

This relates to area of improvement of IUCN's governance C3.

Some issues were identified by the Membership Unit, which is in charge or processing membership applications. A draft discussion paper was prepared by the Membership Unit for the 20ᵗʰ meeting of the GCC held during the 96ᵗʰ Council in March 2019. The matter was postponed to a later date for discussion to allow the Legal Adviser to make comments on the proposal.

The proposal was reviewed including the Legal Adviser's opinion, especially on the question of the conditions for State Members to re-join IUCN and was discussed during the 21st meeting of the GCC on 23 September 2019.

GCC approved the amendments to Regulations 14 and 15 of the Regulations by email correspondence.

Changes to the Regulations shall be adopted by two consecutive meetings of Council (Art. 101(c) and would therefore need to be presented at this meeting and the following in February 2020.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,
in conformity with Article 101-102 of the Statutes,

Adopts in first reading the proposed amendments to Article 14 and 15 *of the Regulations* aiming to clarify the admission process for Members,

14. The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN eligible to vote.

15. When a Member eligible to vote exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.

Decides to table the proposed amendment on the agenda of the next meeting of the IUCN Council (February 2020) 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.

Clarification of the term "Members eligible to vote"

The term creates confusion among Members and the Secretariat. A Member eligible to vote must, in addition to being a Member from Category A, B or C, have paid its membership dues up to and including the year preceding the invitation or call to exercise a right (*e.g.* vote or submission of motions, etc.).

The Legal Adviser advises not to change the Statutes or Regulations. Following its recommendation on 23 September, which was approved by e-mail correspondence, GCC agrees with the advice of the Legal Adviser and asks Council to take note.

The other two items of the paper "Application of Articles 14 of the Statutes and Regulation 26" and "Conditions for change of membership" will be discussed at the next meeting and/or by e-mail correspondence.

1.1.2.4 Harmonized process for filling vacancies for Treasurer, Commission Chair and Regional Councillor - DEC

Since there is little guidance in the Statutes and Regulations regarding the filling of a vacancy between Congresses, Secretariat made a proposal on how to proceed in each of the functions, based on decisions taken in such situations over the last ten years.

Since it may be considered too detailed to introduce the proposed procedure in the Regulations by way of an amendment. The proposal is therefore made to invite Council to approve the procedure and to integrate it in the Council Handbook, thereby replacing §19, 20 and 21 and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

GCC decided that for all three positions, the Search Committee would present to Council a single candidate for its endorsement. The reasoning being that since the Search Committee will be formed of Council members who are entrusted by the rest of Council to do the job.

The GCC also established that the Search Committee for the position of Treasurer, would comprise the President, one or more Vice-Presidents proposed by the President based on their skillset, the outgoing Treasurer/acting Treasurer if available, the Chair of the FAC and one other Councillor.

It was also agreed that the Search Committee would be approved by Council in respect of the non-obligatory positions.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. <u>Approves</u> the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor in accordance with Regulation 47, as revised (Annex);
2. <u>Decides</u> that it be integrated in the Council Handbook, replacing §19-21 of the Council Handbook and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

1.1.3   Review of the updated table "Areas for improvement of IUCN's governance and identification of any governance reforms overlooked or not yet included in the list

Updated table was not reviewed during the meeting but is posted on the Portal for reference.

1.2   Management Response to the External Review of IUCN's Governance (DEC/DIS)
1.2.1   Consideration of the proposals from the Council Working Group established by the Bureau (decision B/XV, 28 June 2019, p.8) pursuant to Council decision C/96/6.

The GCC reviewed and discussed the comments drafted by the Working Group. Input was added to the table that will be presented to Council on 21 October in preparation for discussion during the plenary session on 22 October.

1.2.2   Review of, and possible amendments to the Statutes and Regulations concerning the role of the President, the Treasurer and the chairs of the standing committees

As stated in the draft management response to the external governance review, the ToR of the President, the Treasurer and the chairs of the standing committees would need to be reviewed. The GCC received a discussion paper from the Treasurer and the Chief Financial Officer as input for the GCC's work on this, showing how they see the role of the Treasurer. The GCC appreciated the Treasurer and CFO's reflections and will transmit them to a subgroup of the GCC that will be set up to prepare proposals for the GCC on all the positions referred to above, in time for Council to consider them in February 2020.

1.3   **Revision of the Performance Commitment for IUCN Councillors** (Annex 5 of the Council Handbook) *to include an express commitment to comply with the IUCN Data Protection Policy (Council decision C/96/26) – **DEC***

This agenda item will be discussed by GCC by e-mail correspondence.

2.   Constituency issues

2.1 Members' feedback on the Membership Strategy – presentation of version 4.0 (DEC/DIS)

Comments received during the RCFs and online afterwards suggest broad acceptance by Members of the draft Membership Strategy paper. The GCC decided that we should move to the implementation stage and that the Strategy should be considered as a "living document".

It is expected that the final Strategy document will be ready for approval by the third week of November 2019. This will allow for the incorporation of all comments received from the RCFs,

including the one taking place in Islamabad from 6-8 November 2019. GCC is working with the Secretariat to ensure that comments are reflected in the document, including the ones that were received by the Latin American group of Members although most of the issues raised are already reflected in the document. Jenny Gruenberger will support Secretariat in this task as she is from that region.

The latest draft of the strategy (Draft 4.0) is available on the Union Portal and Council members are welcome to submit their comments by the third week of November.

Once the final document is ready, GCC's is required to approve it. Inorder not to delay the process further, GCC requests the mandate of Council to approve to document. A draft action plan will be presented to GCC in February 2020.

> The IUCN Council,
>
> *On the recommendation of* the Governance and Constituency Committee,
>
> *Taking into account* the multiple round of consultations with IUCN Members and the IUCN Members' feedback through the Regional Conservation Forums and online,
>
> *Concerned* to approve the Membership Strategy as soon as possible so that implementation may begin without delay,
>
> Requests the Bureau to approve the Membership Strategy subject to the integration by the Governance and Constituency Committee (GCC) of any further comments received from members of Council by the end of the third week of November and IUCN Members during the Asia Regional Conservation Forum (RCF) to be held in Islamabad, 6-8 November 2019, as soon as possible after the RCF.

2.3 Membership applications (DEC) [1]

There were 56 membership applications submitted for consideration by GCC (refer to Annex). All the applications were reviewed by e-mail correspondence. Due to lack of time during the meeting, a number of applications were not discussed and are therefore deferred for discussion by e-mail correspondence and/or the next meeting of GCC (conference call).

> **DRAFT COUNCIL DECISION**
>
> The IUCN Council, on the recommendation of the Governance and Constituency Committee,
> Approves the admission of 45 organizations and/or institutions applying for membership.
> Defers the consideration of 11 organisations to its next conference call or meeting;

The Chair raised some concerns about the conservation record of some of the applicants and about the related expectations from IUCN on its membership. Reference to this extract from the *2008-2012 Constituency Committee Report and to Congress Decision 20, was provided by the Secretariat.*

"Evaluating the suitability of an applicant with the requirements of Article 7 at present involves, to some extent, a subjective assessment. By proposing Congress to adopt the proposed amendments to Article 7 of the Statutes, Council intends to give more specific guidance to the IUCN Council as to what are the objectives and track record to be reviewed when considering an application for admission.
Council is of the view that membership of IUCN can be broadened to those that are active in conservation of nature and/or in the sustainable use of natural resources or directly related activities which demonstrate that the organization shares and supports the objectives of IUCN. This is particularly relevant in the context of the draft new IUCN Programme 2013–2016 which aims to integrate new actors engaged in biodiversity conservation, nature-based solutions and nature's benefits to peoples' livelihoods.
The amendments proposed therefore require Council to make sure that the government agency or NGO applying for membership meets at least two of the three criteria of paragraph (b) of Article 7 of the Statutes as revised. **As a result, organizations that are not only traditional conservation organizations but**

organizations that focus on equitable and ecologically sustainable use – e.g. agriculture policy or sustainable agriculture institutions – could join, as well as organizations focusing on communication and education of conservation or sustainable use.

The changes to the Statutes in relation with the admission of new Members proposed by Council to the Members' Assembly are explained in Congress Paper WCC-2012-9.4.1/6.

Reform 9.4.1/6 that was submitted to the 2012 World Conservation Congress, was approved with minor edits. Refer to Decision 20 of the Members' Assembly Proceedings to see the whole decision and amendments to Article 7 of the IUCN Statutes."

Decision 20
The IUCN World Conservation Congress,
Adopts the following amendment to Article 7 of the IUCN Statutes:

Government agencies, national and international non-governmental organizations and affiliates shall become Members of IUCN when the Council has determined that:

(a) the applicant shares and supports the objectives of IUCN;
(b) the applicant has as one of its central purposes the achievement of IUCN's ~~mission~~ objectives and a substantial record of activity in the conservation of nature and natural resources;
(c) the objectives and track record of the applicant embody to a substantial extent :
   i.   the conservation of the integrity and diversity of nature; and, either or both:
   ii. the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
   iii. dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;
(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and
(e) the applicant meets the other qualifications for membership as prescribed in the Regulations.

2.5   National, Regional and Interregional Committees (DEC)
Incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received

The Governance and Constituency Committee considered the request for official recognition of the Cambodia National Committee and of the Chile National Committee. The six Members in Cambodia and the five Members in Chile have provided written agreement to the establishment of the National Committee.

To note that the National Committee of Chile was initially established on 23 June 1995 and recognized by Council on 29 April 1998. The Committee was dissolved in 2000. Members in Chile have agreed to the re-establishment and recognition of the Committee.

As explained by the Legal adviser, the bylaws of both of these National Committees are in accordance with IUCN Statutes and Regulations, however some work will be needed to improve the text of these bylaws on specific points, for purpose of clarification which should not prevent GCC from approving the process of recognition by Council now, as the improvement of the documents will be more of a technical aspect.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, Council

RECOGNIZES the Chile and Cambodia National Committees;

RECOMMENDS to these Committees to work with the Office of the Legal Adviser to improve the text of their respective bylaws on specific points for the purpose of clarification.

The Office of the Legal (OLA) has worked with the Chair of the Morocco Committee on the by-laws as indicated in the report of GCC to Council (paper C/96/7.1). The Committee has addressed some of the issues raised/recommendations made by OLA. However, some important points still require discussion. The difficulties in completing the revision of the by-laws arise from
   (i) the complexity of the analysis (by-laws considerably different from those initially adopted by
       Council in 2014; not completely aligned with the template provided by Secretariat; need to

comply also with relevant laws of Morocco where the Committee was formally registered as a legal entity, late 2018);

(ii) the advisability of requesting consistency with the Statutes and Regulations while not being more exigent with this Committee than with other Committees whose by-laws may not be so consistent (but still benefit from their recognition by Council).

For future, the Legal Adviser, recommended to improve the current IUCN bylaws template, especially considering the discussion held by GCC yesterday.

After some discussion, GCC's guidance to the Legal Adviser was that she will resume exchanges with the Committee only on the most important issues to make sure that the Morocco Committee is treated on an equal basis with other existing Committees. Any other issues can be handled after the reviewing process of National/Regional Committee documents. In the meantime, it can continue to function as National Committee of IUCN Members.

2.2 / 2.6 Update on IUCN membership, dues and rescission of Members' rights (INF)

As of 16 October 2019, IUCN has 1374 Members.
Kenya, Mauritania, Central Africa Republic, and Nigeria re-joined the Union as State Members after having paid their outstanding dues from 2017. South Africa had verbally informed the former Director General of their withdrawal from IUCN in 2016, and decided to re-join IUCN effective 2018 and has paid its full membership dues for 2018 and 2019. Bahrain joined IUCN in March 2019 as a new State Member. Kosovo joined IUCN in April 2019.

GCC commended the Acting Director General and the UDG/Regional offices on the actions that have been taken to bring back these State Members.

GCC was informed that if the 56 Members being considered for admission are all admitted, IUCN will reach a record figure of 1430 Members. However, 61 Members might be withdrawn on 21 November 2019, following the decision by Members made by e-vote in November 2018.

Currently, there are 104 Members (incl. 16 States) whose remaining rights may be rescinded by the 2020 Congress. Members will be informed in due course and encouraged to pay their dues to prevent this happening. Councillors are requested to provide support in this process.

2.6.1 Report of the joint GCC/FAC Dues Task Force on membership dues

Following the presentation of the Dues Task Force recommendations, a Regional Councillor for North America and the Caribbean, Rick Bates, had a number of issues he wished to discuss with GCC. The first was relating to considerations made for organisations whose mandate is not solely conservation, for example the Assembly of First Nations of Canada. Many such organisations would like to join but the dues are prohibitive whether they are Total Expenditure (TE) or Operating Expenditure (opex) based, he suggested that the expenditure related to conservation should be considered. It would be helpful if this situation could be resolved because there are a number of organisations in that situation.

Another issue of concern was that there are a number of Members in Canada who should be in Categories A, B or C but they are applying for membership for the Affiliates category just to pay lower dues. This situation should be looked into with the aim of finding a way to prevent this from happening further.

On the topic of creating a separate dues group for Zoos and Aquaria, he advised that a number of organisations think that whilst it is good news that these venue-based organisations are beginning to expand their mandates into conservation, the net result is that they are another competitor in the field. If they are given a preferential rate, this could be seen as a subsidy and create an added level of competition. He proposed that the sum for the Dues should be reconsidered. This situation is of concern not only at the NGO level, but also at the GA level.

The Chair explained that the Dues Task Force is small group and it was hard to find what a reasonable fee would be. The SSC undertook a survey of zoos and the TF took the advice of the SSC regarding the fees level. The TF would not be opposed to having a further reflection on this issue. It is important they clarify

that this is still at the proposal level and that the rationale is based on willingness to pay. This is also the rationale adopted for the new Group 1 proposal

In response to a query related to small venue-based organizations, the Secretariat explained that for those venue-based organisations whose Total Expenditure falls below the level of that of the proposed fees, they would qualify for the dues group corresponding to the level of their Total Expenditure.

The GCC agreed to leave the recommendation from the Council as it is, on the understanding that there will be feedback from Council members and IUCN Members.

(This draft decision was not approved by Council)

DRAFT COUNCIL DECISION

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

Approves the recommendations made by the Joint GCC/FAC Membership Dues Task Force, through GCC/FAC, in the review of the 2021-2024 membership dues, for the purpose of consultation with the IUCN Membership.

Requests the Dues TF to proceed with the preparations of the 2021-2024 Membership Dues Guide following these recommendations and consultation with IUCN Members and Council;

Requests the Dues Guide to be finalised for approval by the 98th Council in February 2020

3. World Conservation Congress

3.1 Consideration of the proposals from the Jury established by the GCC at its 20th meeting (March 2019) for appointment as recipient(s) of the John C. Philipps Medal and IUCN Honorary Membership

The Chair of the Awards Jury presented an update Awards process. He explained that the deadline had been extended to 30 September to ensure a more adequate balance in geography and gender of the candidate pool.

By 30 September, the following nominations had been received:
- **Phillips medal** – 21 nominations (4 female and 17 male)
- **Coolidge medal** – 24 nominations (4 female and 20 male)
- **Honorary Membership** – 18 nominations (1 female and 17 male)

Next steps: The Jury will appoint three additional external members of the Jury to assess the Coolidge medal nominations. The nominations will be scored according to the requirements of each of the Awards and final will be amalgamated. The Jury will discuss the results and select finalists, to be presented to Council for approval. Once approved, the Secretariat to contact winners and finalise arrangements for the Winners' attendance at Congress.

3.2 **Terms of Reference of the 2020 Congress Governance, Programme, Resolutions and Finance and Audit Committees and of the 2020 Congress Procedural Adviser" DEC**

Pursuant to the Bureau decision B/75/1 (October 2018), GCC has been considering the ToR for the Nominations Committee only and decided to consider other ToRs for approval by e-mail correspondence and GCC online meeting if necessary later after receiving the feedback and comments on the ToRs from other standing Committees and Motions working group.

Jennifer Mohamed-Katerere suggested to split item d. of the TORs to have another layer of transparency and sharing of information, to be consistent with best governance practice, in the following way:

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

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

The Senior Governance Officer, Luc de Wever raised some questions for discussion of the GCC members, such as whether this change will add additional unnecessary workload on the Election Officer or undermine the level of trust the Election Officer is entrusted by the Council. Legal Advisor also raised the issues whether this change will also imply the change of the ToRs for the Election Officer. These issues were discussed and the GCC agreed that adding measures to ensure transparency and good governance was appropriate.

The GCC Chair explained further the intention of the proposed change and that the change was not intended to imply that the Nominations Committee has powers of appeal or review the decisions taken by the Elections Officer. GCC agreed to propose the change to the Council.

The Nominations Committee, will become operational and start reviewing the proposals submitted by the deadline of 11 December 2019, in time to make recommendations to Council in February 2020.

The process for constituting the Committee was agreed. As was the case in 2016, the Vice Presidents acting as Nominating Committee under Regulation 48 (c) will be requested to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee of Council. They should do so on the basis of the expressions of interest received from Council members, taking into account gender and regional balance as well as a balance among first and second term Vice-Presidents/Council members.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee pursuant to Council decision C/95/2,

1. Approves the Terms of Reference of the Nominations Committee of Council (Annex 1) and the process for nominating candidates.
2. Invites members of Council to come forward with expressions of interest to become a member of the Nominations Committee which need to reach the President by 29 October 2019.
3. Requests the Vice Presidents acting as Nominating Committee under Regulation 48 (c) to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee taking into account the expressions of interest received from Council members, gender and regional balance as well as a balance between first and second term Vice-Presidents/Council members.
4. Takes note that the GCC will prepare, in due time for the Bureau to approve before the end of 2019, the Terms of Reference of the:
- 2020 Congress Finance and Audit Committee; (Annex 2)
- 2020 Congress Governance Committee; (Annex 3)
- 2020 Congress Programme Committee; (Annex 4)
- 2020 Congress Resolutions Committee; (Annex 5)
- 2020 Congress Procedural Adviser. (Annex 6)

Harmonized procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor

Modifications made by Council in red character

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. <u>Approves</u> the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor in accordance with Regulation 47 (Annex);
2. <u>Decides</u> that it be integrated in the Council Handbook, replacing §19-21 of the Council Handbook and any previous decision of Council or its Bureau regarding the procedure for filling vacancies for Treasurer, Commission Chair and Regional Councillor.

Steps	Treasurer	Commission Chair	Regional Councillor
Notice period	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.	If circumstances permit, the incumbent should give at least three months' notice before her/his resignation becomes effective.
Interim appointment	If required, Council appoints a member of the Council as Acting Treasurer until Council fills the vacancy.	If required, the Deputy Chair of the Commission concerned acts as Chair until Council fills the vacancy.	N/A
Vacancy occurring less than a year before the Congress	If the vacancy occurs less than a year before the Congress, Council may appoint a member of Council as Treasurer if it considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Treasurer.	If the vacancy occurs less than a year before the Congress and Council considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Commission Chair, it may fill the vacancy based on a recommendation of one, or maximum two candidates by the Steering Committee of the Commission concerned, following the Steering Committee's consultation of the Commission's membership in the spirit of Regulation 30*bis.*	If the vacancy occurs less than a year before the Congress, Council may decide not to fill the vacancy if it considers it unnecessarily confusing and cumbersome to call for nominations to fill a vacancy in parallel with the Call for nominations of candidates for election as Regional Councillor.
Terms of Reference (ToR)	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Treasurer referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Commission Chair referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.	The ToR for the position, including the responsibilities as well as the qualifications and requirement for the position, are those approved by the Council and integrated in the Call for nomination of candidates for election as Regional Councillor referred to in Regulation 30 revised as required to take into account circumstances prevailing at the time of the vacancy.
Identification of candidates	The Council establishes a Search Committee composed of the President, one or more Vice-Presidents proposed by the President based on relevant skills set, the outgoing Treasurer or the Acting	1. The outgoing Chair or the Deputy Chair of the Commission concerned is requested to establish an *ad hoc* committee under Regulation 30bis and to communicate to the Director	Council invites all IUCN Members of the statutory region concerned, which are up-to-date with payment of their dues, to submit nominations. The Vice-Presidents acting as Nominating

	Treasurer, if available, the Chair of the FAC<ins>, the Councillor from the State in which IUCN has its seat,</ins> and one other Councillor. In a first phase, all Council members are invited to encourage qualified candidates to put forward their candidacy to the Search Committee. Should this not produce qualified candidates, the Search Committee requests the Director General to issue a call to all IUCN Members worldwide, which are up-to-date with payment of their dues. The Search Committee presents to Council a single candidate for its endorsement.	General and the Vice-Presidents acting as Nominating Committee under Regulation 48, the names of the chair and the members of the Commission's *ad hoc* committee. 2. The DG's Call for nominations is sent to all IUCN Members and to the members of the Commission concerned. The Call for nominations states explicitly that, in the interest of time, it also constitutes the invitation to Commission members required by Regulation 30*bis,* inviting them to submit to the Commission's *ad hoc* committee names to be considered for Commission Chair. 3. The Call for nominations specifies the deadline for submission of names by IUCN Members and CEC Commission members directly to the Council's Nominating Committee (Regulation 30) and for the Commission's *ad hoc* committee to transmit, with the prior endorsement of the Commission's Steering Committee, a list of up to 2 prioritized candidates to the Nominating Committee (Regulation 30*bis*). 4. The Council's Nominating Committee presents to Council a single candidate for its endorsement.	Committee under Regulation 48 (c) (ii) validate the nominations put forward by IUCN Members. The Nominating Committee presents <ins>all valid nominations</ins> to Council ~~one single candidate for endorsement~~.
Selection of candidates	Council elects the individual to fill the vacancy for Treasurer for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.	Council elects the individual to fill the vacancy for Commission Chair for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.	Council elects the individual to fill the vacancy for Regional Councillor for the balance of the term by a secret, electronic vote. If there is only one candidate, Council decides whether to endorse the candidate, during its meeting or by email ballot.

Nominations Committee of Council

Draft Terms of Reference

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in June 2020. The duties of the Nominations Committee will be as follows:

a)   Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of 11 December 2019.

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

c)   Collect biographical information and reference material on candidates.

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

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

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

e)   Make short lists for each position.

f)   Formulate recommendations for submission to Council at its 98th meeting in February 2020.

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

h)   Work as a collegial body and maintain strict confidentiality with regard to its deliberations.

i)   Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

**Task Force (CCTF) of the IUCN Council's
Governance and Constituency Committee (GCC)
to develop a comprehensive gender approach at IUCN**

Terms of Reference

(Approved by GCC22, 20 October 2019)

Background

1.   Following a letter addressed by Jenny Gruenberger and other Council members to the IUCN President on 13 July 2018, the Bureau, at its 75th meeting of 5 October 2018, accepted to include in the Table of areas for improvement of IUCN's governance a new section entitled "A.3 - Developing a comprehensive gender approach at IUCN".

2.   In the letter, Council members made the case for "incorporating gender equity in a comprehensive manner in the organization, governance and policy of the Union".

3.   Noting that the revised IUCN Policy on Gender Equality and Women's Empowerment (approved by Council at its 95th meeting in October 2018) was about mainstreaming gender-responsiveness within the IUCN Programme of work, the Bureau suggested that Council considers an approach for the governance of IUCN in a broad sense, beyond the Programme.

Objective

4.   Objective:

a)   Prepare a concept note including the definition of gender equality, gender equity and women's empowerment, as well as a proposal for the overall goal, for the consideration of the GCC, at its 98th meeting (February 2020) with the view of presenting the concept to Council for discussion at the 98th Meeting.

b)   Prepare a plan to incorporate gender equality and equity as well as women's empowerment in a comprehensive manner in the organization, governance, policy and practice of the Union, for consideration of the GCC and Council at its 98th meeting (February 2020) for approval, with the purpose of presenting it to the 2020 World Conservation Congress for discussion and adoption.

Functions

5.   The plan to be submitted to GCC and Council at its 98th meeting (February 2019) should include an <u>overall goal</u> for the entire Union and its constituent parts individually to be achieved by a <u>specific date</u>, that can be quantified and tracked during the implementation, and a set of SMART objectives to support it.

6.   Prepare a concept note including definitions of gender, gender equality, gender equity and women's empowerment and a proposal for the overall goal, for the consideration of the GCC, by no later than its 98th meeting (February 2019) with the view of presenting the concept to Council for discussion at the 98th Meeting.

Modus Operandi

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

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

10.   The TF will periodically report to GCC on progress, but at least quarterly including at each face-to-face meeting of the GCC.

Duration

11.   The TF is established by the GCC as a task force under Regulation 59 and will in principle terminate its mandate upon Council's approval of the plan, at the latest in February 2020, unless decided otherwise by the GCC.

Composition of the Task Force

12.   The GCC will establish a TF including other interested members of Council, the Secretariat and members of the Commissions. The principal members of the TF will be drawn from within the GCC and the wider Council. Proposed composition of the TF is:
   - 4 Council members (out of which 3 GCC members)
   - 2 members from Commissions
   - 2 External individuals (from within and outside IUCN) may also be invited to contribute from time to time as ad hoc experts in order to bring in necessary skills and knowledge on specific issues, as needed.
   - 1 expert member of the Secretariat appointed by the DG.

97ᵗʰ Meeting of the IUCN Council, 18-22 October 2019

2ⁿᵈ Meeting of the Congress Preparatory Committee (CPC)
(15-16 October 2019)

Council report

Approved by the IUCN Council at its 97th meeting, 19-22 October 2019, decision C97/12

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C97/CPC2/1rev2	**1. Approval of agenda of the CPC meeting** The agenda was unanimously approved. The apologies of Malik Amin, Kathy MacKinnon, and Nihal Welikala were noted.	Info
Presentation	**2. Update on preparations for the Members' Assembly** CPC took note of the progress for Assembly preparations as follows	Dec

The motion submission process	7 May to 28 Aug (Closed)
Nominations process for the three IUCN Awards	15 May to 30 Sep (Closed)
IUCN Member nominations for 3 individuals to be appointed for the Congress Preparatory Committee acting as the appeal body	17 June to 17 July (Closed)
IUCN Member nominations for 3 individuals to be appointed in the Motions Working Group	17 June to 23 Aug (Closed)
Comments on the draft IUCN Programme 2021-24	7 May to 30 Sep (Closed)
Proposals and Nominations for President, Treasurer and Commission Chairs	25 July to 11 Dec 2019
Proposals and Nominations for Regional Councillors (Automated process)	20 Aug to 11 Dec 2019
IUCN Member proposals to amend the IUCN Statutes	15 May to 11 Dec 2019
IUCN Member proposals on Commission mandates	15 May to 11 Dec 2019
Consultations of the Provisional Agenda	10 Sep to 11 Dec 2019

CPC noted the high number of motions received (221 compared to 135 in 2016). In addition, CPC requested the Secretariat to provide adequate support to Members concerning the nominations process as some Members had experienced glitches in the new system.

Given the proximity of Congress and that there is only one physical CPC meeting prior to it in February 2020 (linked to the 98ᵗʰ Council meeting), the CPC may wish to organize one or two conference calls prior to that meeting. In case any decisions coming out of these conference calls or any exchanges via email requiring Council approval, the CPC requests that the Bureau may give such approval.

> The IUCN Council,
> *On the recommendation of* the Congress Preparatory Committee (CPC),
> Requests the Bureau of the IUCN Council to consider and approve any urgent proposals which the CPC may submit in the period between the 97ᵗʰ and 98ᵗʰ Council meetings, subject to Council validation in accordance with Regulation 58.

C97/CPC2/3 Presentation	**3. Decision on strategic discussions during Members' Assembly** The Senior Governance Manager explained that similar to 2016, three discussions on strategic issues would take place during the Members' Assembly to comply with the requests made by Members after the 2012 Congress. As in 2016, these discussions are expected to last 2 hours each. CPC and the Secretariat agreed the strategic discussions at the 2020	Disc

Congress should be more participatory to address comments made by Members in the 2016 participant survey. The CPC Chair will work with the Senior Governance Officer and consult with the Vice-Presidents on the process for strategic discussions.

The overall purpose of the strategic discussions is to engage all constituent parts of IUCN in view of shaping a collective agenda. It is important that the IUCN Constituents (Members, Commissions and Secretariat) consider new or emerging future global challenges to accelerate achieving IUCN's mission and to maintain a leadership role in the conservation community post 2020. The CPC's decisions will provide the Congress team with a mandate to start making the necessary preparations.

Following a call by the CPC Chair in July 2019, suggestions were received from Council, CPC, National and Regional Committee Chairs and the Secretariat on potential topics for strategic discussion (see document here). The submissions received can be categorised as follows:
- Conservation
    - Understanding current conditions and dynamics
    - Strengthening solutions
    - Future options
- Strengthening the Union
    - Financial sustainability
    - Membership
    - IUCN long-term vision

In the discussion of this categorization of the Strategic Issues identified, Vice-President John Robinson offered some further reflections on a framework for identifying the Strategic Issues. The overall message would focus on broad concern at global level about planetary boundaries and survival. An analytical document to assist the CPC identify the Strategic Issues for the Members Assembly could have two levels of analysis: how to address conservation issues and how to strengthen the Union. This would help inform the commitments from the IUCN Congress 2020. Inputs from the IUCN Programme, the Congress themes, motions submitted by Members, Host Country interests could be used to frame the main conservation issues (as discussed in item 8).

CPC discussed the process for identifying the strategic outcomes of the Congress topics and agreed to set up a taskforce with led by Vice-President John Robinson and composed of, Andrew Bignell, Hilde Eggermont, Jennifer Mohamed-Katerere (CPC Chair), Ana Tiraa, a representative by the Host Country and Stewart Maginnis from the secretariat supported by the Senior Governance Manager, Luc De Wever to develop a strategic paper on key issues, identify the key concerns of members arising from the motions and any further steps to identify key topics. The TOR of the Committee will be to develop a framework for aligning the Marseille outputs/commitments with the desires of the Host Country, IUCN Programme, and the structure of the Congress, the IUCN Programme, and the desires of the Host Country The objective is to define the conservation narrative coming out of Marseille and to use the , Congress to deliver on that. TOR and timeline of the taskforce should be established in the coming weeks.

The Host Country expressed concerns that decision on high-level topics needs to be taken soon in order to ensure engagement at highest level in France and that the deliverable needs to be in line with France's expectations of creating a stepping stone towards COP15 and the NY summit. France wishes to host a Heads of State summit linked to Congress engaging Heads of State, which are ready to make concrete commitments towards biodiversity and envisages a short document with concrete commitments. It was proposed that this be inclusive of State members of IUCN.

	CPC agreed that there will be two different outcomes from Congress (Others may still be identified): • A statement of commitments linked to the Heads of State (HoS) summit and possibly subscribed two by the other summits and stakeholders • A larger outcome document that describes what the conservation community at large sees as next step in the conservation efforts, going beyond COP15 ("the Marseille Manifesto"). The taskforce would work on the larger outcome document while the CPC will identify two individuals to work with France on the HoS statement. The Chair of the WCPA was asked to submit the CV of the person she was suggesting for the latter in order to be reviewed by CPC. The ADG will identify a member of the Secretariat.	
C97/CPC/4	**4. Timeline and process for handling appeals against decisions by the Motions Working Group** The CPC noted its role and responsibilities as appeals body for the motions process (as per Rule 62ter) and that three additional members had been appointed by Council to the CPC to that effect (in line with Rule 62quarto). These are Ms. Iasmim Amiden, Mr. Babacar Salif Gueye, Ms. Gihan Soliman. The CPC noted that the three CPC members belonging to the Motions Working Group (Mamadou Diallo, Hilde Eggermont, Sixto Inchaustegui) would have to recuse themselves from the CPC acting as appeals body. The CPC agreed to appoint Kathy MacKinnon as Chair of the CPC acting as appeals body. The timeline of the appeals process is as follows: <table><tr><td>Publication of motions accepted by the MWG in original language. The notification of IUCN Members will contain a description of the appeals process which opens on the same day</td><td>04 November 2019</td></tr><tr><td>Communication to all proponents and co-sponsors whose motion was either rejected or merged to inform them of the MWG's decision, together with information on the appeals process which opens on 4 November 2019</td><td>By 04 November 2019</td></tr><tr><td>Deadline for receiving appeals</td><td>18 November 2019</td></tr><tr><td>Consideration by CPC of appeals through electronic means</td><td>19 November to 2 December 2019</td></tr><tr><td>Notification of Proponent and Co-sponsors of the CPC's decision</td><td>By 4 December 2019</td></tr><tr><td>Publication of motions in all three official languages taking into account the decisions resulting from the appeals process</td><td>4 December 2019</td></tr></table>	Info
C97/CPC2/5	**5. Process for identifying individuals for Congress Committees** The Committee took note that in accordance with a decision of Bureau (October 2018) the Governance and Constituency Committee would prepare and submit the draft TOR of all Congress Committees for approval to Council. The CPC reviewed the process and criteria used in 2016 for identifying Committee members and agreed to put the same criteria forward to Council for approval. CPC concurred that the chairs of the Committees could be decided closer to Congress but that it was very important that all designated chairs received adequate preparation on procedural issues. **Draft Council Decision** The IUCN Council, *on the recommendation of* the 2020 Congress Preparatory Committee, approves the process for identifying the members of the Committees of the 2020 Congress (Annex 1).	Dec

	The CPC also reviewed the need for having a Procedural Advisor to support the chair of the Members' Assembly and agreed that such support is essential to ensure proper running of the Assembly. The CPC agreed that the position of Procedural Advisor be maintained. It concurred that this role requires somebody with strong experience in IUCN statutes and culture, or appropriate skills, to adequately advise the chair of the Members' Assembly and to be able to take prompt decisions. The Senior Governance Officer, Luc de Wever noted that the Secretariat could provide procedural advice if the GCC did not consider it necessary to appoint a Procedural Adviser or did not identify a proper individual for appointment in the position. It was noted that the procedural advisor would need to be available to be on the podium with the chair at all times. The CPC agreed to recommend to GCC to submit TOR for a Procedural Advisor to Council for approval at the 97th meeting and to clearly distinguish the role of the Procedural Advisor from the role of the Legal Advisor. The identification of the person would subsequently happen between the 97th and 98th Council. CPC welcomed the notice that the Secretariat would organise briefing sessions for the Members' Assembly with the President and Vice-Presidents in connection with the 98th Council (tentatively scheduled for 12 February 2020).	

C97/CPC2/6
 	
Presentation
	1) **Update on Forum**
	The Forum Manager gave an update on the Forum preparations including detailed statistics on the Call for proposals, which resulted in unprecedented success. It was noted that the high number of proposals received (1440) will require stringent selection to fill the 350+ slots as per the decision of the strategic review panel. The panel, which included two CPC members, two Commission representatives, a Host country representative and IUCN staff, reviewed proposals based on strategic value and overall balance. It made selections based on the merit assessment provided through the independent technical review process and the Forum team's assessment and suggested modifications, rescaling and/or mergers where relevant.
	
	The CPC discussed the proposed topics for the four high-level dialogues
	    2) Faith, spirituality, religion: *"The Spirituality and Nature Dialogue: a meditation on belief, religion and changed behaviours"*
	    3) Peace & conflict: *"Restoring the fabric of nature and humanity - peace, conflict, and environment"*
	    4) Science, technology, knowledge: "Science and Story: Co-Development of the Future of Nature"
	    5) Mass mobilization, youth, climate: "A Movement for Planet Earth: Mobilizing the global community on nature and climate"
	
	And the two topics for the "Conversation with…" sessions: Environmental defenders and Environmental Explorers and Adventurers. These six events are aiming to put forward transversal topics going across the 7 themes and creating a wow-effect that engages a maximum number of different audiences.
	The CPC approved the dialogue on mass mobilisation, peace & conflict and faith and made several comments about the focus of these sessions.
	
	Dialogue number two and four are expected to get lots of traction and dialogue one is an important continuation of the dialogue in 2016 which needs to be maintained as values are the basic drivers of human behaviour and root causes of environmental problems.
	
	Dialogue three is linked to the heartland of IUCN and important but the narrative requires further development. It should focus on the frontiers of science and wonders of nature.
		Info

	CPC approved the "Conversation with environmental defenders" and agreed that this should be held during the Forum rather than the Members' Assembly in order give maximum visibility and thus protection to this group. The opinions on the second "Conversation with…" varied. While some CPC members thought this could attract new audiences as it can tell inspiring stories, others felt that this may be too close to the dialogue on science. The Secretariat was asked to refine the narrative of all dialogues and "Conversation with…" sessions to take on board the comments made by the Committee. CPC requested the Secretariat to provide regular updates on progress for Forum preparations by sending short written reports (information that is not time-intensive) combined with conference calls, as needed, before next physical meeting. The Chair indicated her interest in receiving regular updates from the Secretariat. CPC discussed the progress on the four summits that had been planned for Congress: 6) CEOs' Summit 7) Cities and Local authorities Summit 8) IPO Forum 9) Youth Summit The Committee noted the funding challenges with regards to the summits (see item 11 below). The Youth summit is part of the Youth engagement at large, which would require a FTE youth coordinator. However, despite efforts to secure such a position via secondment with several organisations, this remains a challenge. Vice-President Ali Kaka promised to send names for a youth coordinator to the Secretariat and it was noted that UNESCO may also be able to provide support to that regard. The Chair of the WCPA Commission raised the concern that a high number of potential participants may not be able to obtain funding to attend the Congress if their events are not accepted and enquired whether alternative solutions could be found to give space to these individuals i.e. in the exhibition hall. It was noted that previous Congresses had been struggling with the too many parallel events decreasing attendance in sessions and making navigating the programme for participants very difficult. The CPC Chair requested to review this request and to have a more broader discussion on this.	
C97/CPC2/7	**6. VIP engagement strategy** This item was not discussed but will be considered via email. It was agreed that CPC will propose VIPs to be invited to the Congress including a proposed role and information on how to access the individual. .	Info
Presentation	**7. Open discussion on experience with the Hawaii commitments and how to improve process for setting and implementing commitments from 2020 Congress** For 2020, the CPC agreed that the results of the Congress need to be more formally integrated into IUCN's work. To that effect, a framework is needed that captures the IUCN Programme, the objectives of the Membership (motions), the current status of the conservation community and where it would like to go as well as the objectives of the Host Country. Transformative change and setting a post-2020 biodiversity framework should be the overall umbrella for the commitments and strategic discussions, high-level dialogues should all contribute to them.	Disc

	It was noted that the Hawai'i Commitments had used an organizing framework around underlying value systems (culture, ethics, religion & spirituality), critical societal systems (governance, financial & economic, technology), conservation & sustainability goals and cross-cutting issues like gender equality and inspiring youth. It was noted that the 2016 commitments were not implemented in a structured way, although they were included in the Programme.	
Presentation	*8.* **Update from Host Country representatives on preparations** The Host Country gave an overview on Congress preparations that have undertaken since the last CPC meeting. They explained the governance structure in France at national and local level as well the progress on contracting key suppliers since the last meeting: 3 contracts have been awarded with a total value of € 4.8m and one tender (value: € 7m) is in the final stages. France plans to run 6 more tenders to deliver all services outlined in the Hosting Agreement. The Host Country explained their plans for the "Nature Generations Areas", a new feature integrated in the Congress that focuses on mobilising French civil society on biodiversity and inspired by the success of the COP21 Climate Generations Areas. The Host Country communications strategy focuses on mobilising the general public to the cause of biodiversity, to use the Congress as a vector of transformation, to enhance the visibility and impact of the national Biodiversity Plan and to drive participation to the Congress. The fundraising efforts of the Host Country are closely coordinated with IUCN and focus on corporate philanthropy contributions, mostly in kind. In line with efforts made at other events organised by the French government, the Congress will be organised according to the ISO 20121 management scheme and France expects the event to be certified. Focus lies on carbon emission reduction and mitigation, food and beverage, hotel certification, waste minimisation and management, as well as actions on social issues (rehabilitation programs, equity, etc.). France clarified that the security measures are coordinated by the Prefecture and include a close collaboration of all stakeholders (police, fire brigades, hospital, etc.). CPC highlighted the need to inform participants wanting to travel to other countries in Europe to apply for a Schengen visa rather than a French visa in order to avoid any problems. The French Government also advised that would be working to ensure appropriate visa processes for the IUCN Congress. France took note of CPC's wish to increase the seating capacity for the opening ceremony and will study the options together with IUCN. Linked to this, the Secretariat will send actual participation numbers from previous Congresses including participation numbers in opening ceremonies were available. It was noted that the layouts for the Congress were largely defined and have been basis for tenders and contracts that have been issued. The Acting Director General expressed her gratitude for the efforts, support and friendship that the government of France has shown to IUCN.	Info
Presentation	**9. Update on Congress communications** The Communications Manager gave an update on Congress communications and marketing since last meeting with major website upgrades, a social media and communication toolkits. Supporting communications of the Regional Conservation Fora and the Host Country as well as promoting the call for proposals for the Forum were of key importance since May with the latter creating 26'000 page views. On 11 June, the one year to Congress campaign was	Info

	launched including a media advisory and linked to the UN and SDG summits a content marketing campaign was launched. The Congress video obtained more than 1'000'000 views and between June and September more than 6 million people were reached with the Congress hashtag #IUCNcongress. The following months will focus on registration launch, supporting communication on the upcoming RCFs and using other events (i.e. UNFCCC CoP25 in Chile) and a content marketing campaign to amplify outreach on Congress. A strong focus will lie on strengthening communication in the regions (including via a new partnership with Inter Press Service), and reaching youth and indigenous peoples. IUCN is developing a media partnership with the National Geographic society to amplify our reach. It was clarified that the Congress strapline – One Nature, One Future – approved by the CPC was included in Congress materials such as bookmarks and that a tender will be run to select an agency for onsite reporting.	
Presentation	**10. Update on fundraising** CPC noted the update on fundraising and commended the Secretariat for the progress with CHF 2.7m secured at this stage, mostly through exhibition sales. Current efforts are focusing on a broad pipeline to close the remaining gap. CPC noted that the targets and progress for sponsorships were fairly low, which is mostly due to the fact that the majority of budget lines attractive for sponsors were kindly provided by the Host Country. CPC noted that the additional initiatives planned in relation to Congress such as the youth summit, IPO summit, CEO summit and Mayors' summit were not included in the Congress budget and required an additional CHF 1.2m in total but fundraising for those was responsibility of the respective summit focal points. CPC requested Secretariat to increase investment in these summits and to share the concept notes as well as progress reports for these summits. CPC also asked to associate Council and Commission members to the organisation of these summits. CPC considered that all four summits were of high priority and should be pursued. CPC and the President expressed their willingness to support the Secretariat's fundraising and marketing efforts and requested receiving a sponsorship package for Congress as well as for the summits to that effect.	Info
Presentation	**11. Update on logistics** This item was not discussed but will instead be considered via email.	Info
	12. Any other business No other business was discussed but as the CPC meeting took place in Marseille, the following aspects were also covered during the meeting: • Meeting with the Prefect's office • Meeting with the President of the "Conseil regional" Mr. Muselier • Visit of the Congress venue "Parc Chanot" • Boat excursion in the Parc des Calanques and old port of Marseille In addition, the President and Chair of the CPC met with the Mayor of Marseille and the President of the Metropole and the President of the "Conseil départemental".	Info

Annex 1

Proposed process for identifying the members of the 2020 Congress committees

1. Once the ToR of all six 2020 Congress committees will have been approved by Council at its meeting in October 2019, the standing committees of the Council will be invited to identify qualified individuals for nomination as members of the 2020 Congress committees. The CPC coordinates this process and forwards a proposal to Council in time for it to review the list at its 98th meeting in February 2020. Should it be necessary, this process will continue following the 98th Council meeting which may request the CPC to submit a complete proposal to the Bureau for approval in advance of the 2020 Congress.

2. The criteria for identifying candidates for 2020 Congress committees shall include, but not be limited to:

   - Be associated with a Member organization/institution or member of Council (current or previous);

   - A good mix between experience in past Congress(es) and new people;

   - Be registered for the Congress and as a result, does not require financial support to attend the Congress for the specific purpose of discharging duties as a Congress Committee member;

   - Gender and regional balance in each committee; gender and regional balance across the chairs of all Congress Committees;

3. The Standing Committees may suggest additional criteria specifically related to the field of work of the respective Congress Committee.

4. Council members will be invited to identify candidates.

5. Nomination of individuals as chair of a Congress committee shall be done in close consultation with the IUCN President.

6. The IUCN President formally nominates to Congress the members of the 2020 Congress Committees.