	7. **Report from Council's Global Oceans Focal Person**	
	8. **Other issues announced in advance**	
9:00-12:30 + 13:30-18:00	**Finance and Audit Committee (FAC)** (66th meeting) *(Room: Amethyst A)*	*See footnote*[3] Agenda with timetable
	1. **Welcome and approval of the agenda**	C/95/FAC66/1
	2. **Review the minutes of the previous meeting and check the follow up points and decisions taken and where they stand**	
	3. **Financial results to date and outlook 2018 including impact of losses identified in 2018 that relate to prior years**	C/95/FAC66/3
	4. **Resource mobilisation update**	C/95/FAC66/4
	5. **Investment update and portfolio performance**	C/95/FAC66/5
	6. **Revision of the Cash Management and Investment Policy** *(last approved by C/76/13, May 2011*	
	7. **Financial planning post 2020**	
	8. **Review of the Draft IUCN 2019 Budget for submission to Council for approval,** including budget allocation for various regions, basis for the allocation, monitoring mechanisms and spending	See C/95/7
	9. **2020 Congress budget**	C/95/FAC66/9
	10. **Report from the Head of Oversight**	
	11. **Report from the Legal Adviser**	
	12. **Risk management – review of risk register**	
	13. **Revision of the HR staff rules**	C/95/FAC66/13
	14. **Update on information systems projects**	C/95/FAC66/14
	15. **Any other business**	
9:00-12:30 + 13:30-18:00	**Governance and Constituency Committee (GCC)** (16th meeting) *(Room: Amethyst B)*	Agenda with timetable
	1. **Governance issues**	
	1.1 **Revisions to the motions process including amendments to the Rules of Procedure and the Regulations** (DEC) *Recommendations of the GCC task force to update the motions process including possible amendments to the Rules of Procedure of the Congress to be submitted for approval to an e-vote by IUCN Members, and possible amendments to the Regulations* [4]	C/95/GCC16/1.1 rev
	1.2 **Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations** (DEC) *Recommendations from GCC's working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider*	C/95/GCC16/1.2 rev2
	1.3 **Proposed amendment to Regulation 45bis** (DEC) *2nd reading and approval of the proposed amendment taking into account comments/objections, if any, from IUCN Members (C/94/6)*	C/95/GCC16/1.3
	1.4 **External Review of IUCN's Governance** (INF)	See C/95/4

	Update on the external review of IUCN's governance ([C/94/18](#)) in preparation of the discussion in Council plenary (agenda item 4)	
	1.5 Procedure for filling a vacancy for Regional Councillor (DEC) following the demise of Rustam Sagitov (Regional Councillor, East Europe, North and Central Asia)	[C/95/GCC16/1.5](#)

2.   Constituency issues

2.1 Update on IUCN membership (INF)

2.2 Presentation of draft 1.0 of the Membership Strategy (INF)   [C/95/GCC16/2.2](#)

2.3 Improved communication and engagement between the Secretariat and National and Regional Committees : Letter from South American Committee; other communications received by Councillors from Members   [C/95/GCC16/2.3](#)

2.4 Membership applications (DEC)
Including new applications and the application from Association française des Entreprises pour l'Environnement, France (deferred from C94); from Asociación para el Bienestar y Amparo de los Animales del Cantón de San José, Costa Rica, which met with objections from IUCN Members, and from Agence française pour la biodiversity and Fundacion Chito y Nena Kafie (deferred from GGC email correspondence August 2018).
[C/95/GCC16/2.4i](#)
[C/95/GCC16/2.4ii](#)
[C/95/GCC16/2.4iii](#)

2.5 Changes of Members' name or membership category (DEC, if any)

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

2.7 Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)

2.8   Membership dues
2.8.1   Progress report of the Joint GCC/FAC working group *(to be established)*(INF)
2.8.1.1   Letter IPO Members 27 September 2018 with proposals for membership dues for IPO Members
2.8.2   Dues re-assessment process for NGOs (INF)
2.8.3   Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 (INF)

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

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

12:30		
12:30-14:00	**Lunch Presentation of Regional and Global Programs**: "*The 2020 moment: the post-2020 Global Biodiversity Framework - where are we coming from? where are we heading to?*" *by* Cyrie Sendashonga, Global Director, Policy and Programme Group, and Jane Smart, Global Director, Biodiversity Conservation Group *(Lunch buffet in Jade Hall)*	
14:00-16:00	**Agenda Item 8** (Continued): **Reports of the standing committees of the Council** **8.3 Report of the Governance and Constituency Committee (GCC)**	
16:00-17:00	**Agenda Item 9:** **Recommendations from the Congress Preparatory Committee (CPC)** including but not limited to: 9.1 Registration fees for the IUCN World Conservation Congress 2020 9.2 Strategy to capture the opportunities associated with Marseille in June 2020 *(Provided the CPC is established and meets prior to the 95th Council meeting. Should this not be the case, 9.1 will be referred to the GCC and 9.2 will be considered by the CPC when it will have been established)*	See C/95/GCC16/3.1
17:00-17:15	**Agenda Item 10:** **Recommendations from the Ethics Committee regarding the Conflict of Interest Declaration Form** *(deferred from the 94th Council meeting)*	C/95/10
17:15-17:30	**Agenda**	

Comments from IUCN Members on the draft agenda of the 95th Council meeting

(v2.0 of the draft agenda

whistleblow

95th Meeting of the IUCN Council

Jeju (Republic of Korea), 6 – 8 October 2018

Agenda Item 2

Matters brought forward by the Bureau

DRAFT COUNCIL DECISION

The IUCN Council,

1. <u>Endorses</u> decision B/75/1 - Council and Congress Committees and Officers involved with preparations for the 2020 Congress, adopted by the Bureau at its 75th Meeting on 5 October 2018 (Annex 1);

2. <u>Endorses</u> decision B/75/2 - Confirmation or modification of the membership of the Steering Committees of the IUCN Commissions, adopted by the Bureau at its 75th Meeting on 5 October 2018 (Annex 2);

3. Endorses decision B/75/3>BDC 72 411 451.32 12.72 re2(on 5)11eS.446 0 Td [(C)D.6(on)-6.6(i)s>0.5(

Annex 1

Council and Congress Committees and Officers involved with preparations for the 2020 Congress

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/1

The Bureau of the IUCN Council,

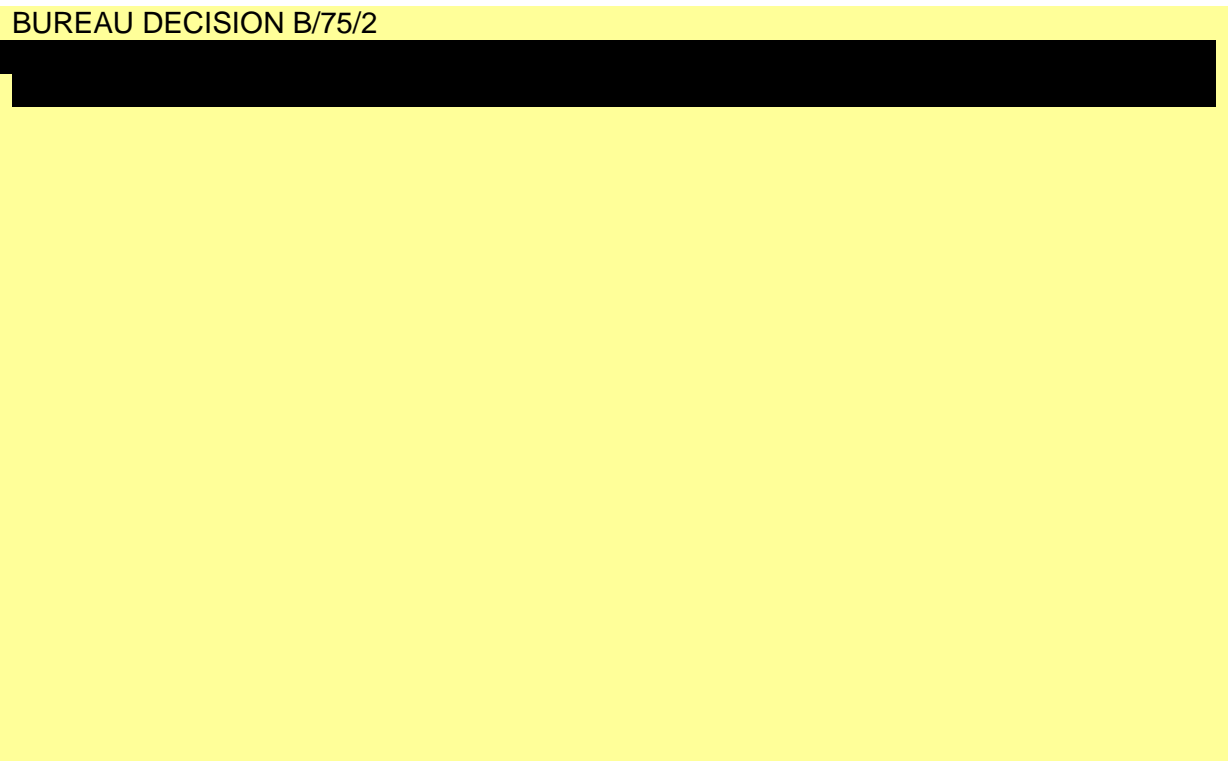*On the recommendation of* the Governance and Constituency Committee,

1. Approves the Terms of Reference of the:

   a. 2020 Congress Preparatory Committee as a Council working group under Regulation 59; (Annex 1)
   b. Election Officer of the 2020 Congress; (Annex 2)
   c. Steering Committee of the 2020 Congress; (Annex 3)
   d. Credentials Committee of the 2020 Congress; (Annex 4)

2. Requests the Governance and Constituency Committee, at the appropriate time, to oversee the review and development, of the Terms of Reference of the following Council and Congress committees and officers, as these pertain to the overall governance of the Union. In undertaking this task, the Uovernanc and tome;itiunde

Annex 2

Confirmation or modification of the membership of the Steering Committees of the IUCN Commissions

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/2

Annex 3

Dates for the Council meetings in 2019-20

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/3

Annex 4

Council Working Group to propose strategic objectives and priorities of Council 2017-20

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/4

CONGRESS PREPARATORY COMMITTEE

DRAFT TERMS OF REFERENCE

(Approved by …)

The Congress Preparatory Committee is established by Council[1] to ensure the necessary preparations

ELECTION OFFICER OF THE 2020 WORLD CONSERVATION CONGRESS

DRAFT TERMS OF REFERENCE

(Approved by   )

The Election Officer is appointed by the IUCN Council to

10) Oversee the arrangements for presenting candidates to the Members' Assembly and meet with candidates ahead of the   elections to explain the procedures;

11) Coordinate and be accountable to the Members' Assembly for the counting of votes, and oversee a team of vote counters from the Secretariat (if voting is done electronically verify the accuracy of the electronic system), and ensure that   election results are not known in advance by anyone other than him/herself;

12) Announce the election results and prepare the report of the Election Officer;

13) Responsible for supervising the electronic voting on motions in the Members' Assembly which includes verifying   the accuracy of the electronic voting system (Regulation 40bis) and that, in case of a secret ballot, the system can guarantee   the anonymity of all votes (RoP 70);

14) Make recommendations to the next Council for improving the role and functioning of the Election Officer based on her/his own evaluation taking into account Council's guidance for self-evaluation.

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

Terms of Reference

Background

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

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

T

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

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

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

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

The World Congress:

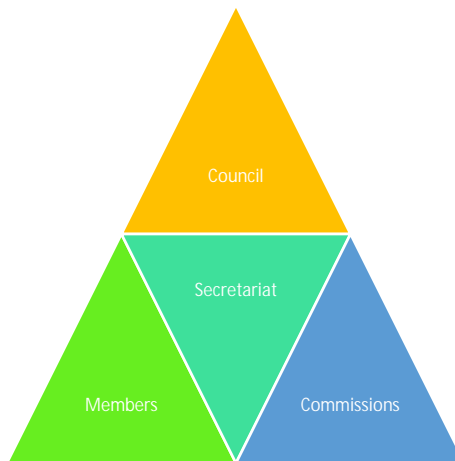*S20. The functions of the World Congress shall be inter alia:*
(a)   to define the general policy of IUCN;...

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

Council:

S37. Subject to the authority, direction and policy of the World Congress:

a)   the Council shall have responsibility for the o

The core plan for our work – for all elements of the Union - is the Global Quadrennial work programme, adopted at the World Congress. This programme incorporates the vision and the mission of IUCN, and sets the framework for all parts of the Union. Drawing and building on this framework, the Commissions and the regions develop and implement Commission work plans and regional programmes.

When it comes to Council setting its strategic priorities, they are the internal prioritizations which Council makes to be able to achieve its functions in both an effective and efficient way. Council's strategic priorities does not "supersede" or "replace" the priorities already set in the global programme and IUCN General Policy, they articulate Council's view of its specific role, responsibilities and deliverables for Council during its current term.

Since Council's main tasks are twofold: oversight and general control (S37a) and strategic direction (S46), Council's strategic

Draft Strategic Priorities for Council 2017-2020

Priority (deliverables)	Mechanism	Delivery by/at*
Implement governance reforms decided by previous		

DG Report on Results Achieved 2018

This report is provided by the Director General for information purposes to Council and offers a written update on progress towards objectives set for 2018, noting that the Director General's performance is for the review of the President and Vice-Presidents acting as the evaluation committee of the Director General (article 48(c)(v) of Regulations).

Work plan area	2018 Targets	Results achieved in 2018	Status
1. **Programme and Operations**	**1.1 Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes**	Project governance updates adopted throughout the project life cycle to improve programming quality, compliance with Project Guidelines and Standards, and operational efficiency. These updates will facilitate the move to online project appraisal and approval. Testing of the Programme and Project Portal application 2.0 interface taking place. Digitalized project cycle workflows from concept to closure is being programmed. Full release of Portal 2.0 expected in November 2018. Project data mid-year validation completed. Data quality audit conducted before and after the validation exercise highlight critical data quality issues to correct. All programmes – global thematic, Commission and regional – completed the 2019 Workplan.	Significant progress, ongoing
	1.2 Results and Impacts	**1.2.1 Environmental and Social Management System is further regionalized to ensure greater effectiveness and consistency of application to the entire IUCN project portfolio.** ESMS screening forms and application to field projects enhanced to improve safeguards application and operational efficiency ESMS procedures integrated into PAAS and Project Portal PACO and ESARO have designated a regional ESMS officer ESMS Manual for Grant making developed **1.2.2 Project Appraisal and Approval procedures are integrated into the Project**	Significant progress, ongoing

		drafting of a fundraising strategy initiated (finalization pending approval of Congress Construct); (3) procurement for Congress website finalized and planning of IT systems underway; (4) recruitment/appointment of key staff finalised or underway (Fundraiser, Forum Manager, Communications Officer). In addition, PCO RfP launched and negotiated by Host Country. Exhibit contractor and Travel agency to be contracted by end of 2018.	
3. **Policy, Knowledge, Science and Economics**	**3.1 Strengthened integration of Commissions and Secretariat under the One Programme approach**	**3.1.1 Specific deliverables agreed between Secretariat Focal Points and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.** Under the Strategic Planning and Reporting Framework approved by Council (Annex 4 to Council decision C/88/7), Commissions aligned 2019 budget and workplan prep	

under review this year, notably SDG 6, 11 and SDG 15. IUCN brought its scientific expertise into the discussions on SDG-15 and contributions to the 2030 Agenda as a whole.

3.3.3 Overhaul World Database on KBAs to allow it to receive data generated from application of the KBA Standard at national levels

The World Database of KBAs is currently accessible through the web site www.keybiodiversityareas.org. Plans have been developed for a major overhaul of database and website. (The redevelopment of the website and database are planned for the end of 2019).

KBA Director appointed to lead the work of the KBA Partnership.

Basic information about IUCN Green List sites is available at www.protectedplanet.net

3.3.4 Grow user base for IBAT, including extractive and finan5(w)0.5.8(c)1(a)nda3 incowns(a)-2.1(a)-((ng)]T8(he)

			benefits. Each flagship report will update this data to help track country, regional, and global performance on environmental/sustainability dimensions. Support from the French Government enabled the initial preparation of the first report, and Italy is anticipated to join the effort soon. IUCN is pursuing other supporters for the continuation of the report series.	
4	**Communication and Influence**	**4.1**		

			enhance matrix comms and three job family meetings for capacity building; participated in monthly unit-led HQ programme comms meetings.	
			4.1.3 Enhance IUCN's work and contributions to food security, poverty reduction and other societal challenges.	
			• Messaging – Incorporated "livelihoods" into 70th anniversary tagline; made food security and livelihoods main messages in press releases for Red List and other biodiversity-related reports; emphasized these issues in corporate communications including web stories, blogs, speeches, etc.	
			• Strategy – Incorporated these topics into a prominent position in the corporate communications strategy.	
5 Financial sustainability	5.1 Efficient, effective and stable IUCN Secretariat		5.1.1 Continue investment in process improvement projects, specifically: rollout of time	

US framework contribution confirmed.

High level meetings held with Framework Partners (ministerial level) with Finland, France, Japan, Korea, Norway, Sweden, Switzerland and the US.

New project funding commitments from Finland, France, Norway, and Switzerland.

Successful hosting of 2018 Annual Meeting of Patrons by IUCN Patrons Soichiro and Reiko Fukutake in Japan with renewed commitments from Patrons to support IUCN's

		in October 2018 Five concepts were submitted to the GCF with feedback received from the GCF on how to proceed further (for Mozambique, Liberia, Pakistan, Asia mangroves, Oceania). The latter two will be converted into single country projects Projects in Nepal, Kenya and Sri Lanka are advanced in project development and will be submitted/resubmitted to the GCF in 2019, for potential consideration by the Board In addition, the ESMS structure is operational ensuring increased quality of IUCN projects: ESMS tools tested (including through field validation missions) and adjusted where necessary. ESMS developed for 2-3 IUCN grant making schemes and implementation supported. 15 projects screened and reviewed for ESMS clearance. Up to 6 GEF and 6 IUCN projects classified as moderate or high risks projects have been monitored on ESMP implementation.	
	5.5 Invigorated programmes with IFI partners	**5.5.1 Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.** IUCN has engaged with the Asian Infrastructure Investment Bank and set up a process	

		format for World Bank staff and clients. The Inter-American Development Bank (IDB) has taken out a subscription for IBAT and collaboration on screening for private investment in conservation is underway.	
	5.6 Moving further on the development of financial vehicles for conservation finance/natural capital investments	**5.6.1 Continued support to Coalition for Private Investment in Conservation (CPIC) and other relevant platforms.** CPIC now has 57 members, and the five working groups are developing 27 investable deals that are the basis for investable deal blueprints. Two CPIC member meetings were held, one in New York and one in Brussels. IUCN leads the Landscape cross-cutting working group. The most advanced investable deals are the subject of final review by working group members before submission to private finance agencies IUCN and CPIC partners aPMCIm001 Tc0.-M6(rId)2(fin)2.3(g)2.a.2(C)-02(o)-6.6(n)2.3(s)-1.3(e3.1(r)11.1(v)-5.6	

Results were also distributed at the Global, Unit, Regional and Country Office levels so that each director and staff could discuss them and devise action plans to continue improving on their strengths and address the weak areas.

Global Programmes Operations Unit extended to US office
Hubbing of finance for country offices ongoing

6.2.2   Programme delivery – business lines and IUCN-wide thematic frameworks applied by global, regional and country units to enhanced programme development, expansion of wholesale delivery models and quality of

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

HR Policy. In addition, training, internship and grievance guidance will be updated. Other new initiatives to include Talent Reviews; a high-potentials programme and a succession planning programme; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.

The HR Rules were revised through a consultation process across the Secretariat, and submitted for the review of the FAC and the Council's approval. Dating from 2003, this update reflects the evolution of Human Resource practices in international organisations and in line with IUCN's mission and structure.

Several policies were designed a

			4 sections of accounting manual updated. Risk management: Risk Policy developed and approved, rollout of updated risk management processes in progress. **6.4.3 Further strengthening compliance with policies and guidelines, including revised Delegation of Authority.** A revised Delegation of Authority Policy was issued to Staff and initial training on the matter was provided to the Leadership Team. In addition, a Data Protection Policy was issued for Secretariat in May 2018 (in compliance with General Data Protection Regulation); a draft for Commissions has been prepared and submitted to Commission Chairs for consultation; preparation of online training for Secretariat is in go progress	
7	Governance Support	7.1 Supporting governance reform	**7.1.1 Continue to refine and implement the planning and reporting tools as contained in the Strategic Planning and Reporting Framework (2016).** Impact-focused Intersessional Programme document set to feature SDG contributions. Intersessional Programme report will include Impact Stories curated annually from early 2019. Annual work plan and budget and status reports already aligned to SDGs and Programme targets. Annual Report on Evaluations through presentation to PPC produced. Enterprise Risk Management Project Charter being drawn to enable regular strategic risk reporting to Council from 2019.	Achieved
8	Thematic Priorities/New Horizons	8.1 Thematic priorities/horizon areas	**8.1.1 In response to the Haw11 1 Tf0.49.719 21(t)2(i)8(-(i)8(-.48 re2-0.9(.)9.2(1)-0.9(.)9.1(1)-0**	

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

Agenda Item 3

Director General's Objectives for 2019

Origin: Director General

Background

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

The Director General's report on results achieved in 2018 can be found in Council document C/95/3/1.

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

3.2. Continue

8. Thematic Priorities/New Horizons

8.1. Thematic priorities/horizon areas

Generate concept notes for new initiatives aligned to the 2021-2024 Programme in anticipation of delivery starting in 2021.
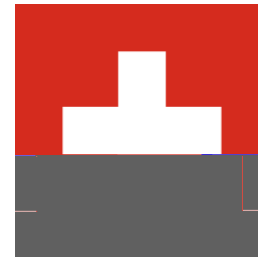
In response

Agenda Item 3: Report of the Director General

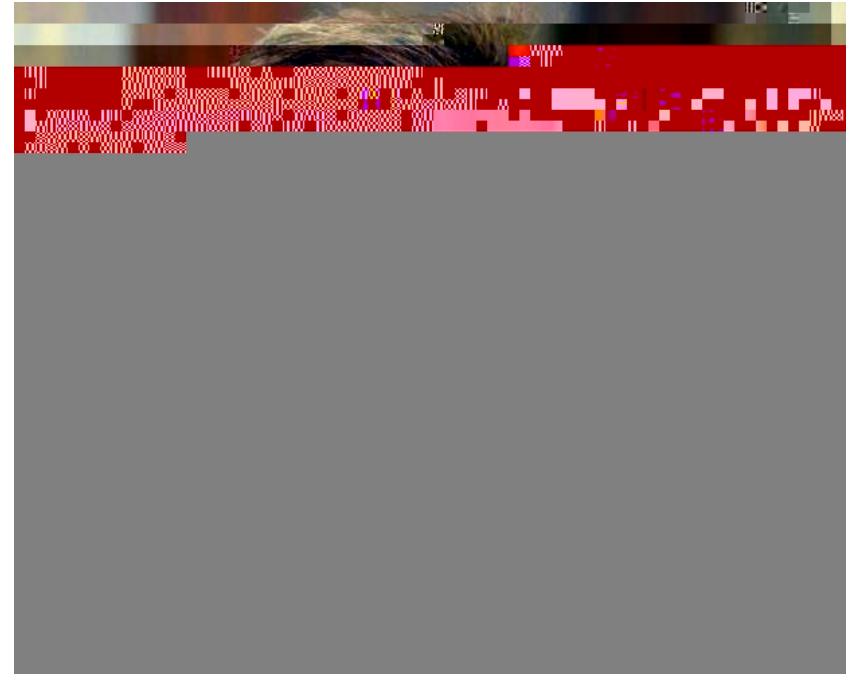*95th Meeting of the IUCN Council*
Jeju, 7 October 2018

Thanks to Switzerland: Council trip, May 2018

In memoriam

Dr Mohammad Taghi Farvar

Dr Rustam Sagitov

Report from **UNGA73**

˝ Strong engagement with CBD, Columbia University, EMG, France, Mirova, Mo¦occo, One Plane S mmi , UN Global Compac , WEF, õ

‰Le ꞓ   e o ¦ el e   he goal of concl ding in 2020 a plan fo¦ an ambitious global pact for the environment, and making the Beijing COP on biodiversity and the **IUCN World Conservation Congress in France** in 2020 deci i e   ep +. **President Macron**, UNGA, 25 September

Environmental defenders

"IUCN expresses shock at shooting of 11 environmental protesters in south India" (May 2018)

DG priorities

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

Renewed partnership for action on wildlife trade (August)

Basic portfolio information for C and B List projects 2017-

2019 budget (C projects): slight increase in programmatic delivery by the implementing agency category confirming trend towards wholesale
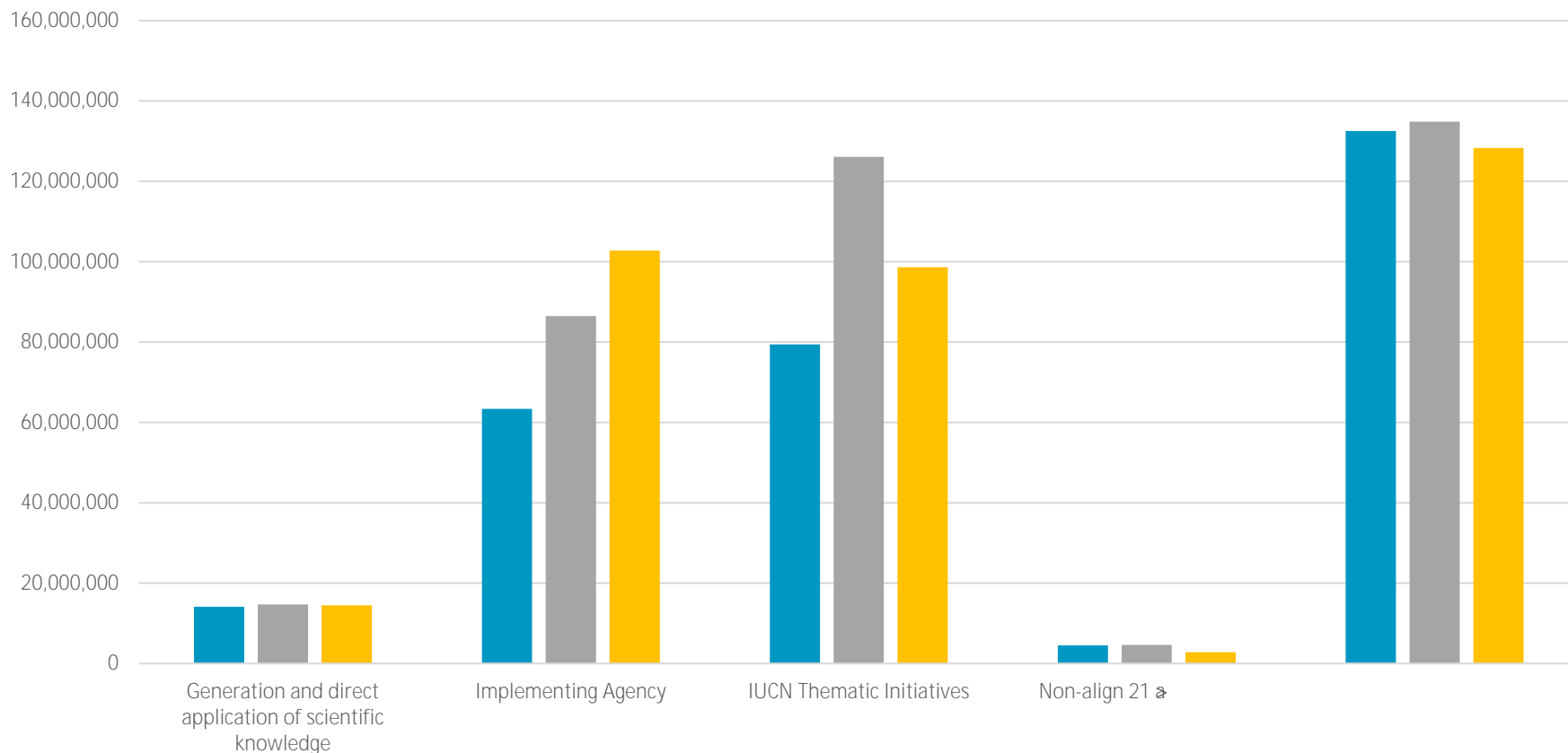
2019 budget (B projects): an increase in programmatic delivery by the IUCN Thematic initiative category

Legend: ■ 2017 Budget ■ 2018 Budget ■ 2019 Budget

Categories: Generation and direct application of scientific knowledge; Implementing Agency; IUCN Thematic Initiatives; Non-aligned stand-alone projects; Programmatically-aligned single projects
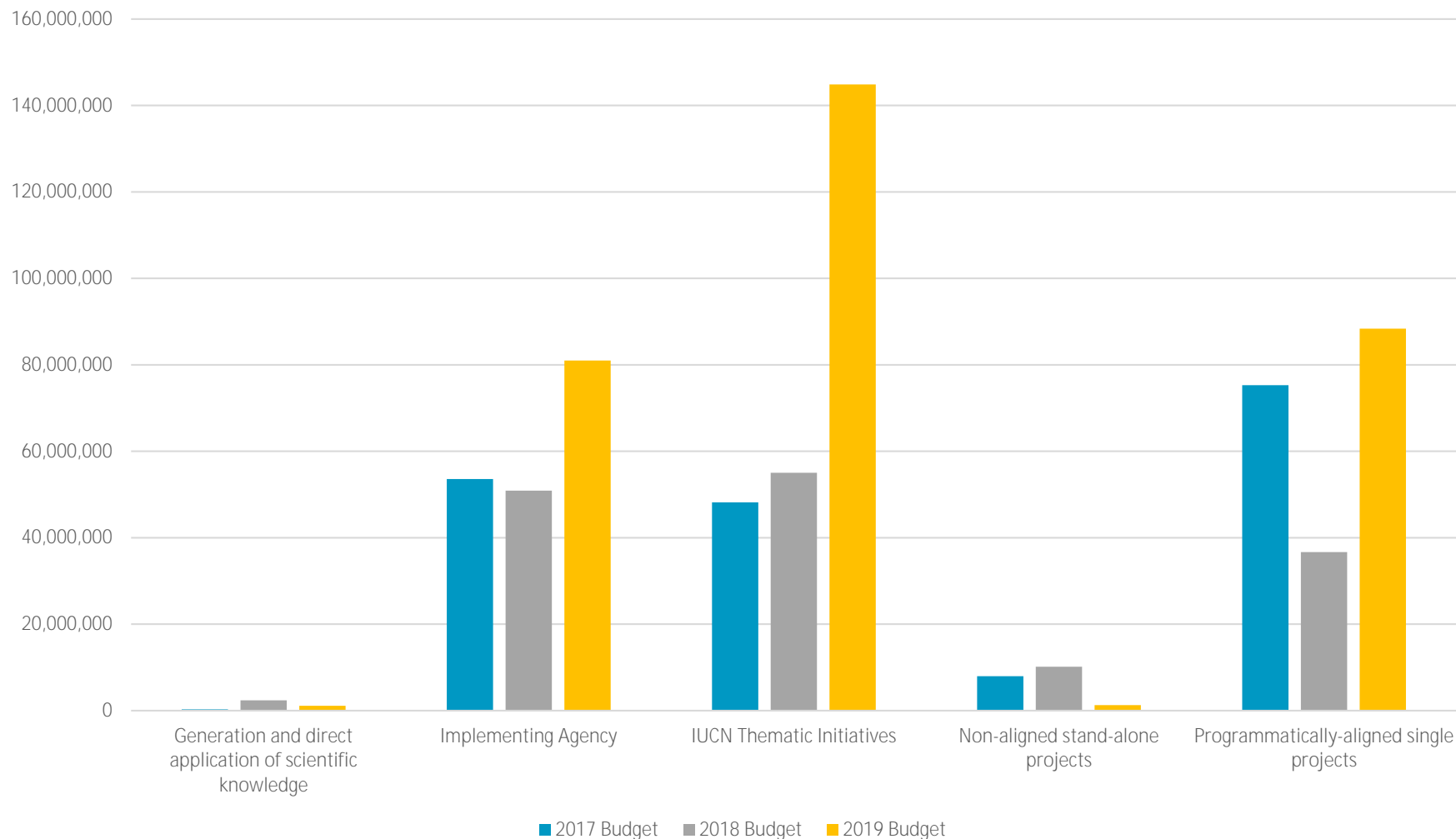
IUCN's top ten donors represent 61% of the total 2019 project budget
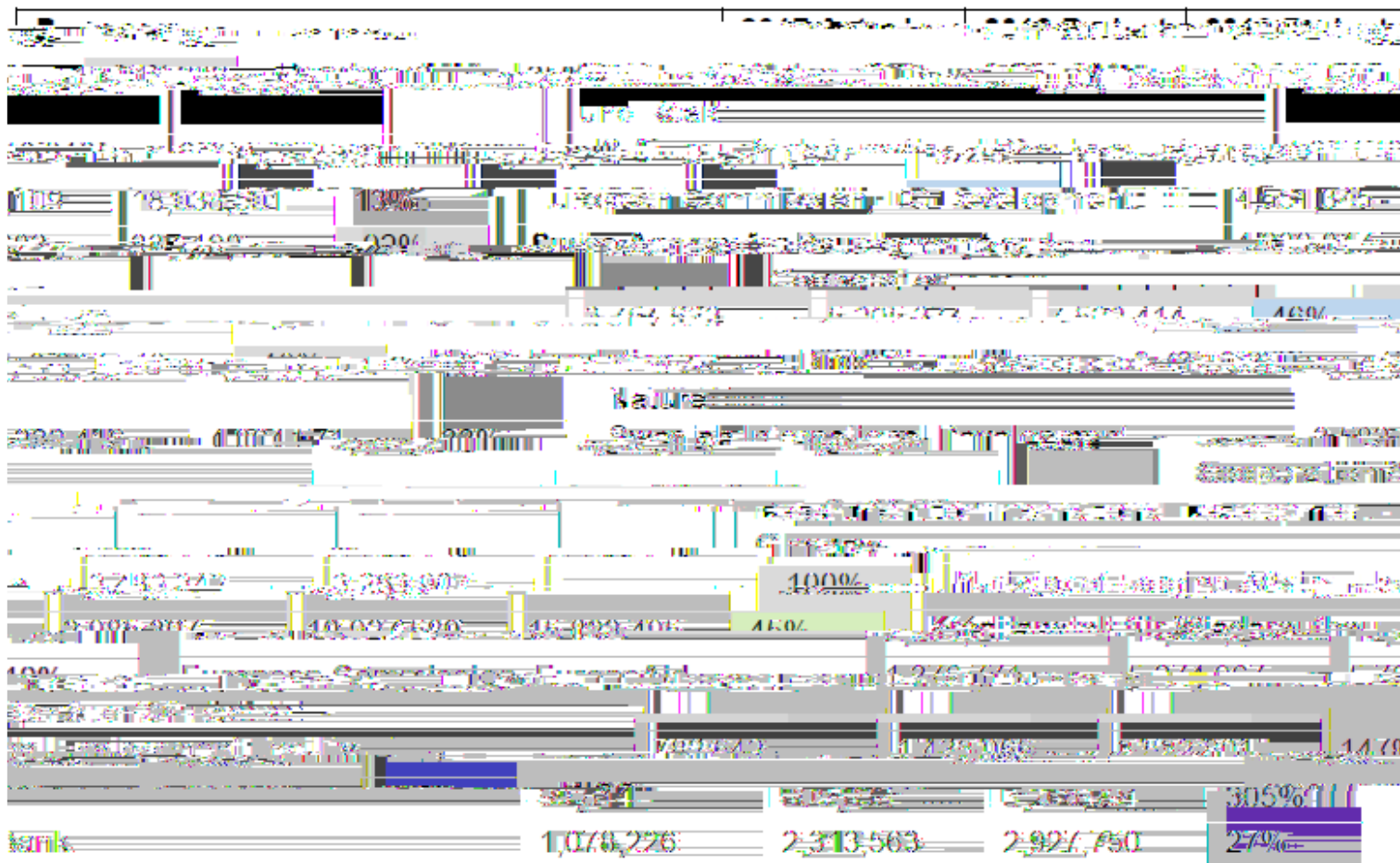
Planned Programme Results

˝ By end of 2019, more than 1/3 of Programme targets will be on track or achieved

˝ 6 out 10 targets of concern in 2017 will have an improved status by end of 2019

˝ No target will have seen no or insignificant progress

Risk thinking is being integrated into management processes

Risk and Accountability Officer recruited.
Start date 1 November 2018.

Risk Committee of the Leadership Team established and completed first meeting

LT approves risk-informed decision meetings across the project cycle for projects >CHF1m.
Project Concept and Proposal Decision meetings to start in Q4 2018, implementation and closure meetings in Q1 2019.

Risk incorporated into the work plan 2019 exercise

2018 **impact award** launched

- ″ Celebrating transformative change
- ″ Providing additional profiling of projects
- ″ In addition to main Award, specific awards will be made in the following:
    - ″ Lesson Learnt Award
    - ″ Gender Award
    - ″ Inclusion Award
    - ″ One Programme Award
    - ″ Design, Monitoring, Evaluation and Learning Award

Building the 2021-24 Programme: Recalling my slide of 1 May 2018
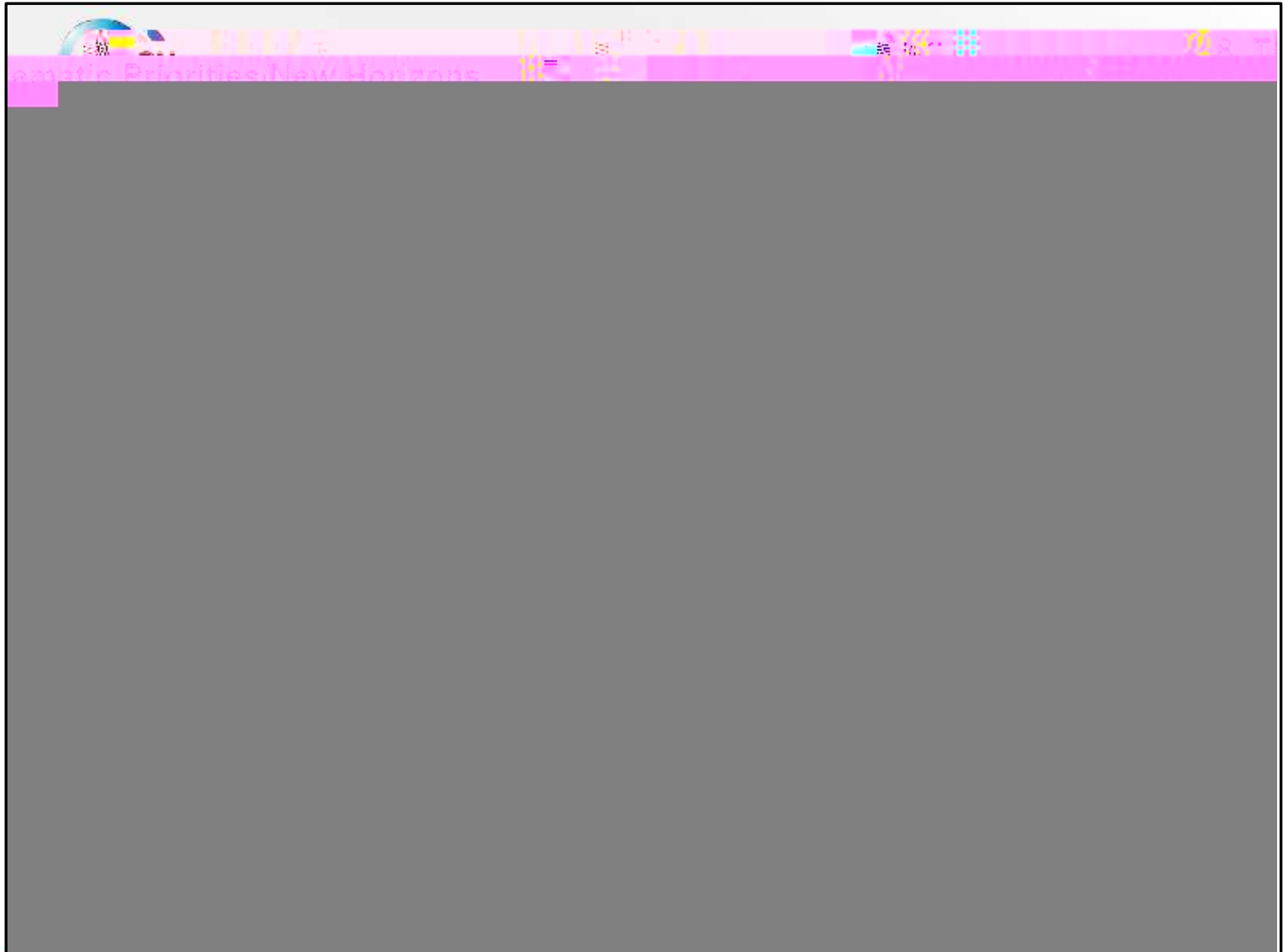
Building the 2021-24 Programme: Recalling the 2017-2020 construct

Building the 2021-24 Programme: 3 foundational principles

˝ Valuing and conserving nature is the heartland of IUCN.

˝ Nature-based solutions can provide answers to the pressing challenges of our times at scale.

˝ Delivering on IUCN mi ion i fundamentally an ethical engagement

Building the 2021-24 Programme. Which priority actions should drive IUCN for the decade

Building the 2021-2024 Programme. Where do priority actions directly contribute to the realization of SDGs?

Note: Yet to be graphically designed
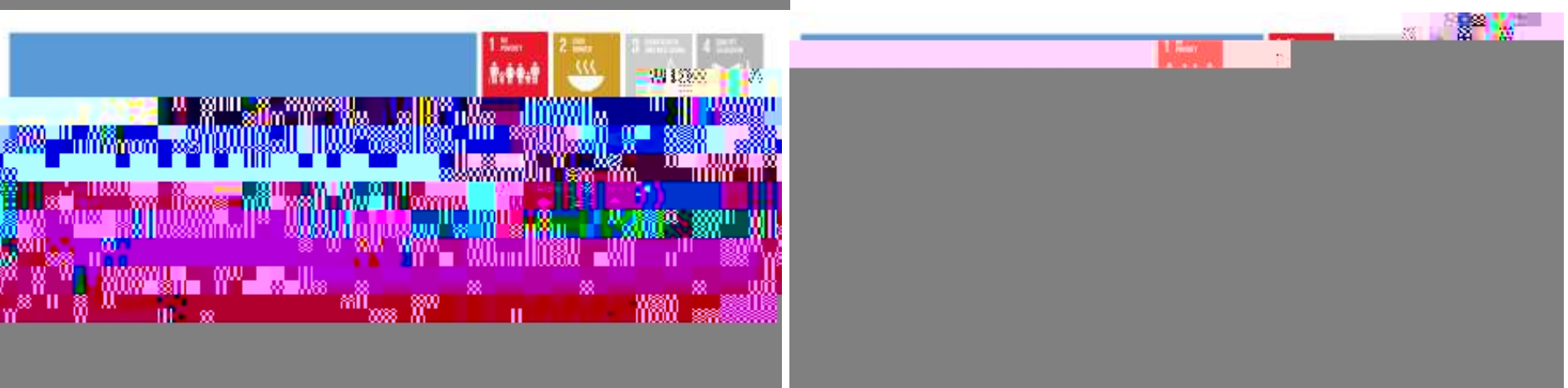
Building the 2021-2024 Programme. Priority actions and cross-cutting themes

Planetary health

Blue Futures

Lands of Opportunity

Inclusion and Justice

Climate Change

Technology, Data & Innovation

Gender Equality and Women's Empowerment

Access to Finance and Financial Sustainability

Note: Yet to be graphically designed

24

Building the draft 2021-2024 Programme Construct: a year-long engagement process

˝ Leadership Team
˝ Wider management team
˝ Townhalls
˝ Commission Chairs

˝ DGꞋ ꞋepoꞋ o Co ncil (ApꞋil 2018)
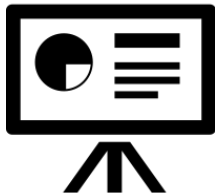
˝ DGꞋ Strategic Orientations 2018
˝ DGꞋ monthly reports

Programme & Operations:

2. Membership

Signing ceremony World Conservation Congress, 18 May
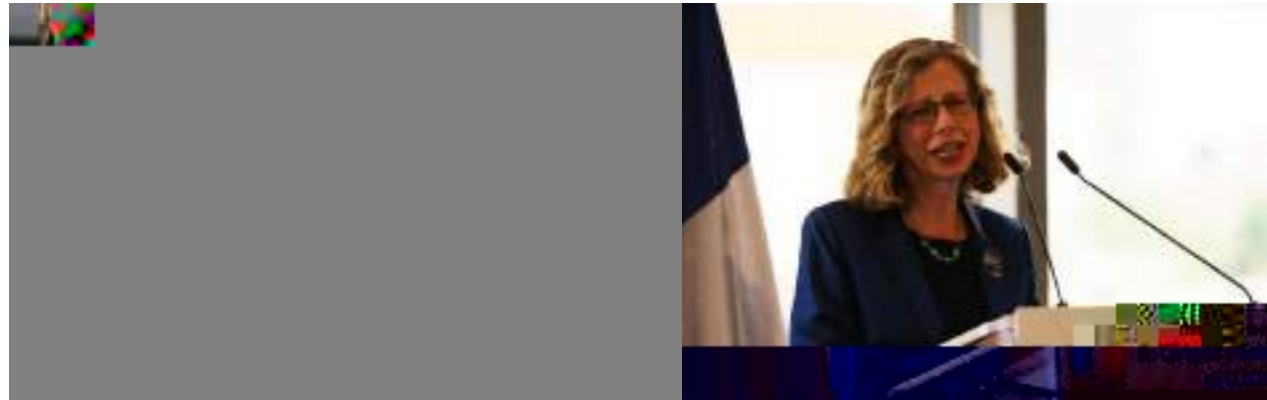
70th anniversary celebrations: USA

09/18

31

70th anniversary celebrations: Fontainebleau (August)

70th anniversary celebrations: Fontainebleau (August)
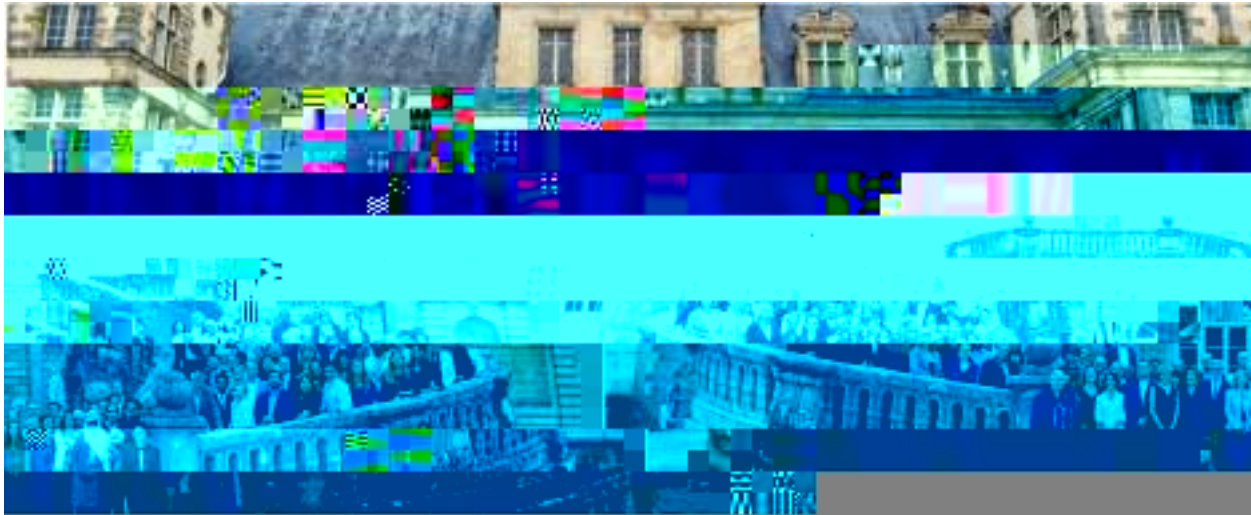
Membership engagement: Sweden, Japan, Estonia, Norway

05/18

08/18

08/18
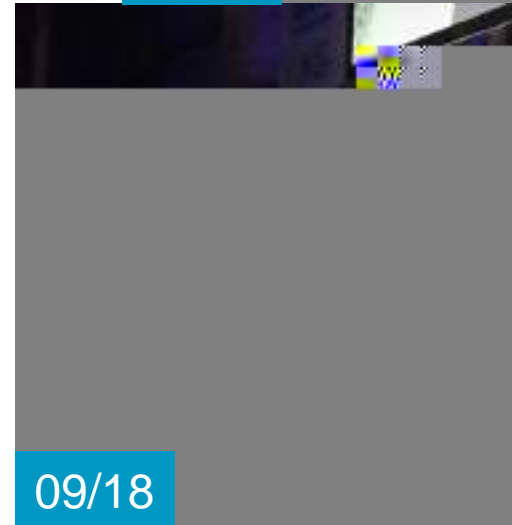
09/18

Membership distribution across Statutory States

70

70th anniversary celebrations:

Membership

2018 achievements

˝ Draft membership strategy submitted to GCC

˝ 2020 IUCN Congress Hosting Agreement signed on and under implementation

˝ Drafting of Gender strategy for IUCN events and Anti harassment policy for IUCN events underway

˝ Recruitment/appointment of key personnel

2019 objectives

˝ Congress messaging and marketing finalized. Congress promoted

˝ Forum event types defined, draft programme finalized, in line with Congress themes. VVIP/VIP participation confirmed

˝ Membersɋ A embl pḷoce e (motions, nominations, draft programme consultation) on track

˝ RCF cycle completed, paving the way for effective participation by Members at the Congress

3. Policy, Knowledge, Science and Economics

Influencing global policy

CEC:

CEM: Sustainable Management of Rangeland Ecosystems, Biodiversity, Carbon Storage and Rangeland Livelihoods (Amman, September)

CEESP: Communities, Conservation & Livelihoods conference (Halifax, 28-30 May 2018)
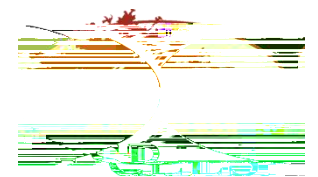
SSC: New IUCN Red List website

WCEL: Ongoing discussions on a Global Pact for the Environment
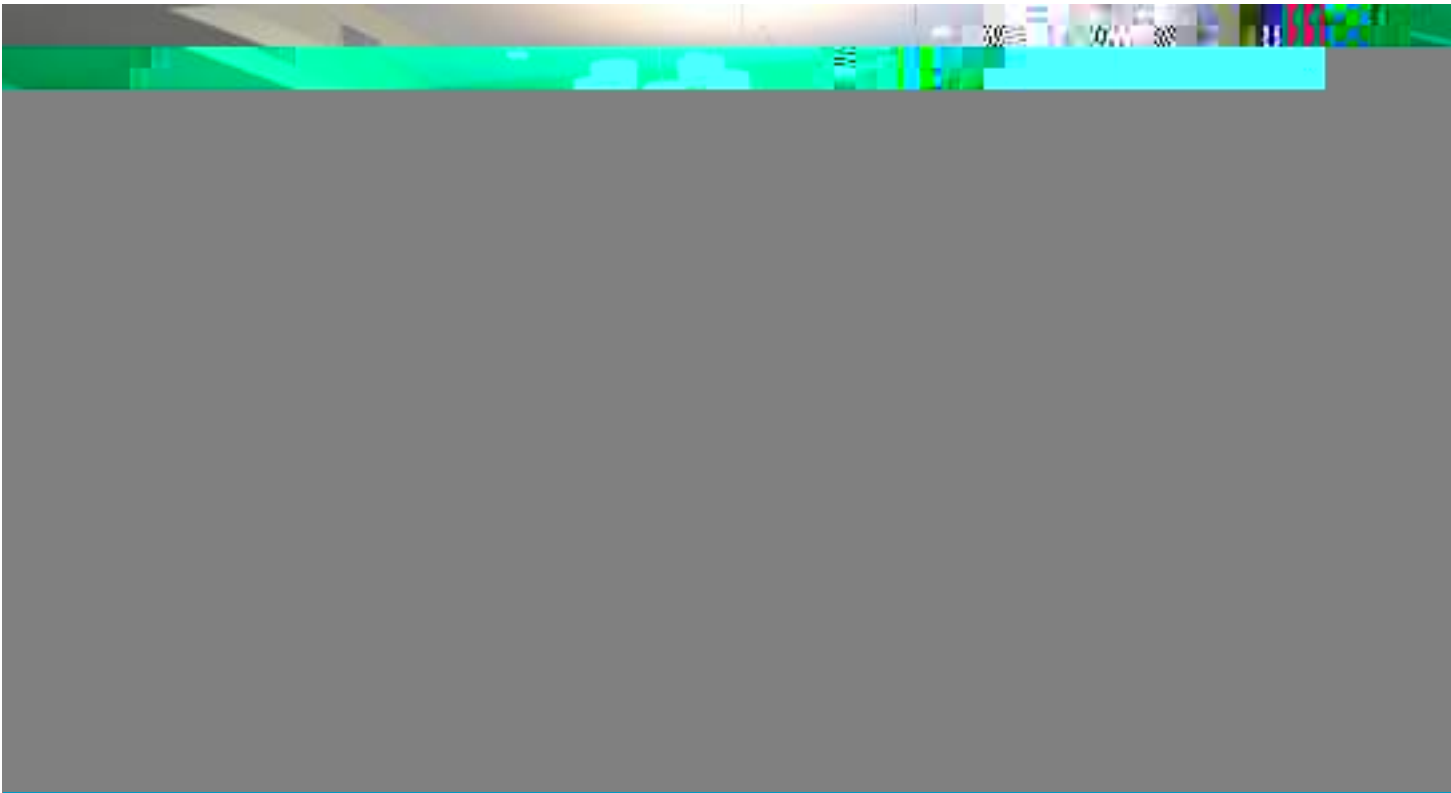
Miroslav Laják, Minister of Foreign and European Affairs of the Slovak Republic and President UNGA72 (26 September 2018, Columbia University)

WCPA: Dr Kathleen MacKinnon awarded MIDORI Prize for Biodiversity 2018

Policy, Knowledge, Science and Economics

2018 achievements

˝ Influenced key processes: IPBES 6 Plenary, HLPF, BBNJ, CBD, 8th World Water Forum, UN Permanent Forum on Indigenous Issues, 6th GEF Assembly, Commission on the Status of Women, AMCEN, õ

˝ Operationalisation of Publications Committee (62 concept notes)

˝ Support of France and 3mTf 440.64 352.04 Td [(on the)] TJ ET Q EMC

4. Communication and

Communications performance

Comparison 1-2Q 2017 and 1-2Q 2018

IUCN Oil Palm Task Force report

Results from first week after launch

Media

″ **275+ media hits;** 12 target media hits

″ **Coverage in 54 countries**

Social media

″ **1.3+ million impressions** on IUCN channels

″ **148,000+ video views**

Website and library

″ **11,000+ page views**

″ **15.6% of all web sessions** interacted with palm oil content

″ **2028 report downloads** in English and French

70th Anniversary

Events

˝   **19 events** in 16 countries

˝

Key points

- 2019
  - Breakeven budget

  - Core income steady: CHF 29m

  - Project income growing: CHF 125m

- 2018
  - Breakeven budget

  -

Funding overview, CHFm
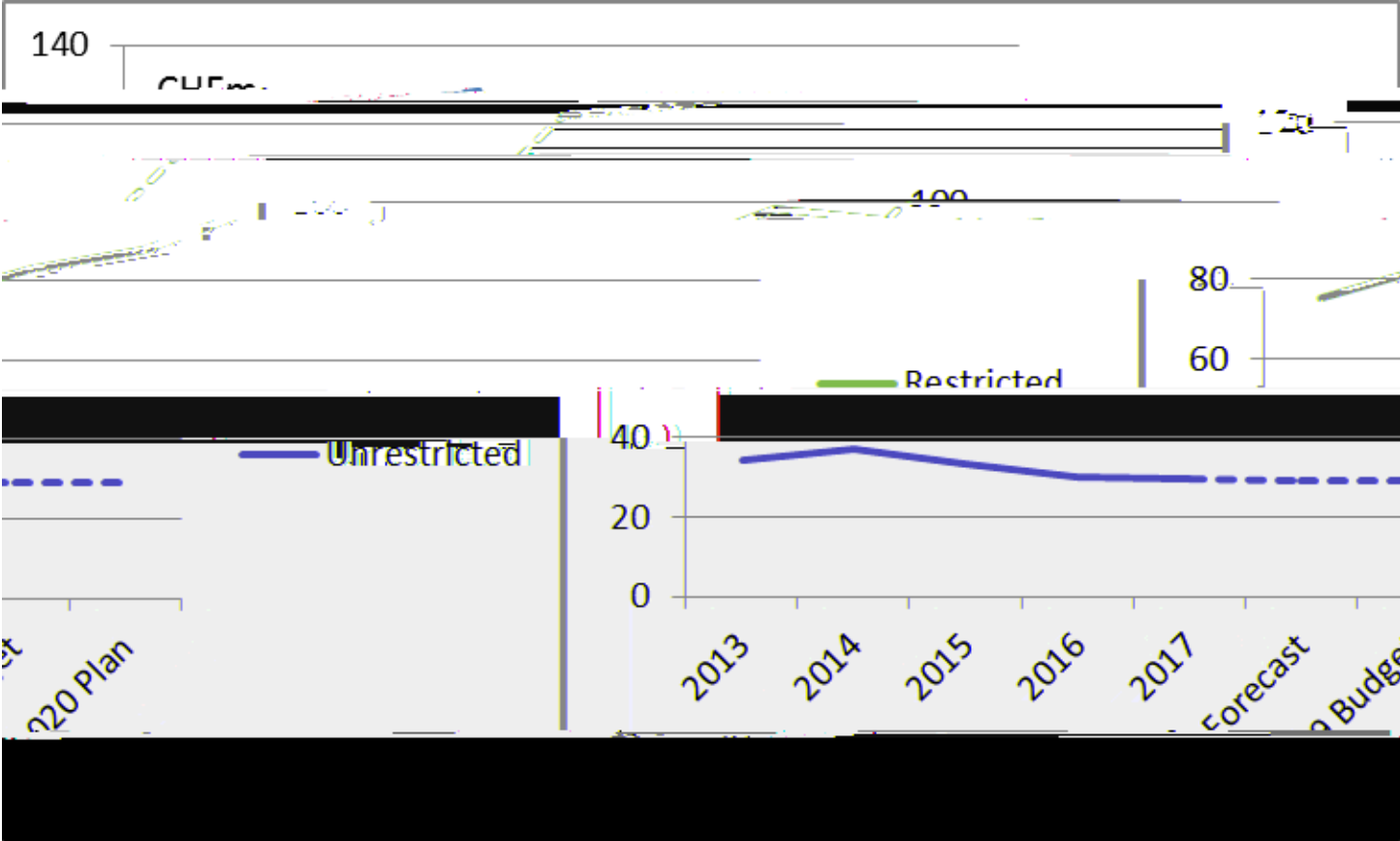
Total budget

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

IUCN Project portfolio
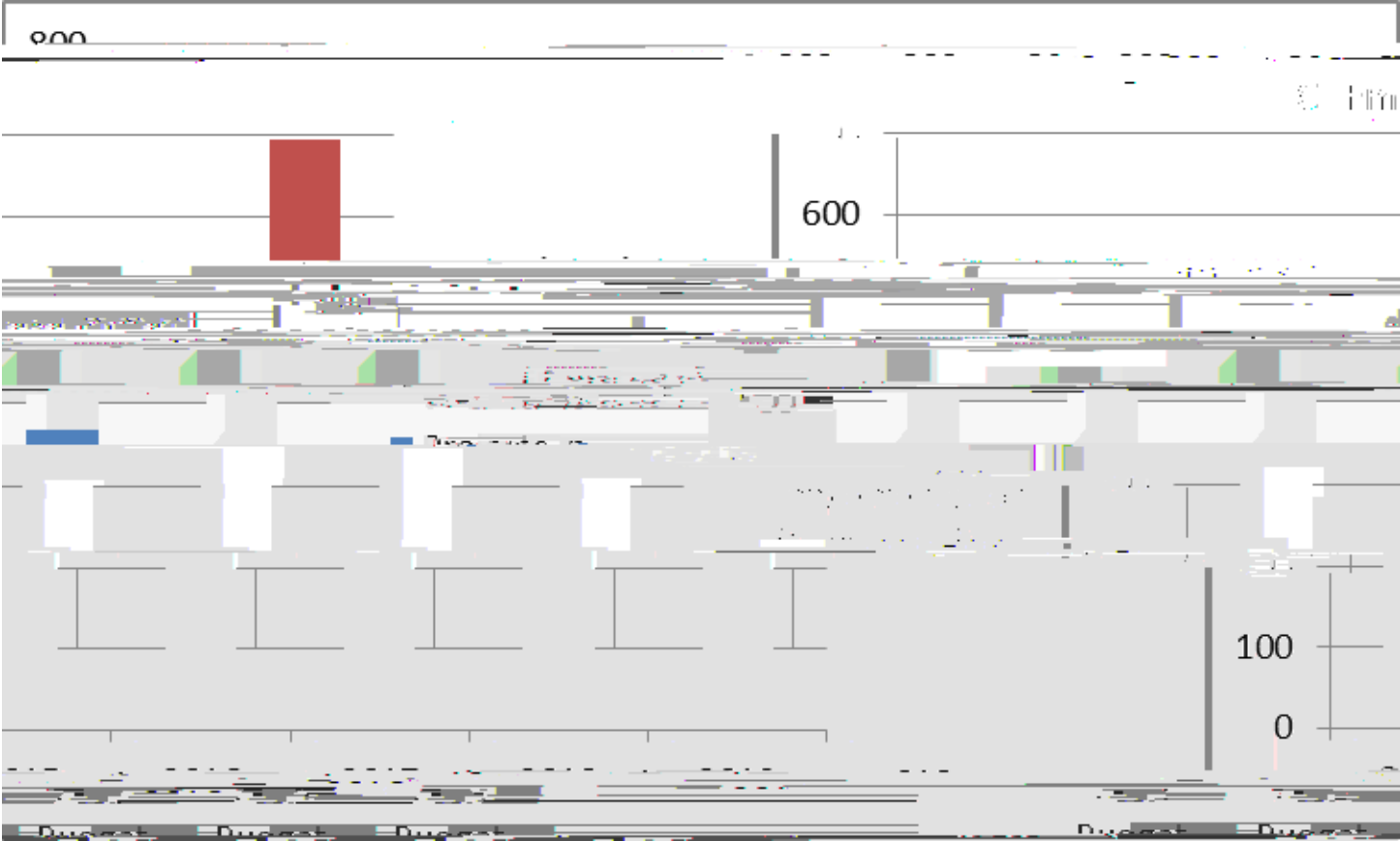
Project expenditure
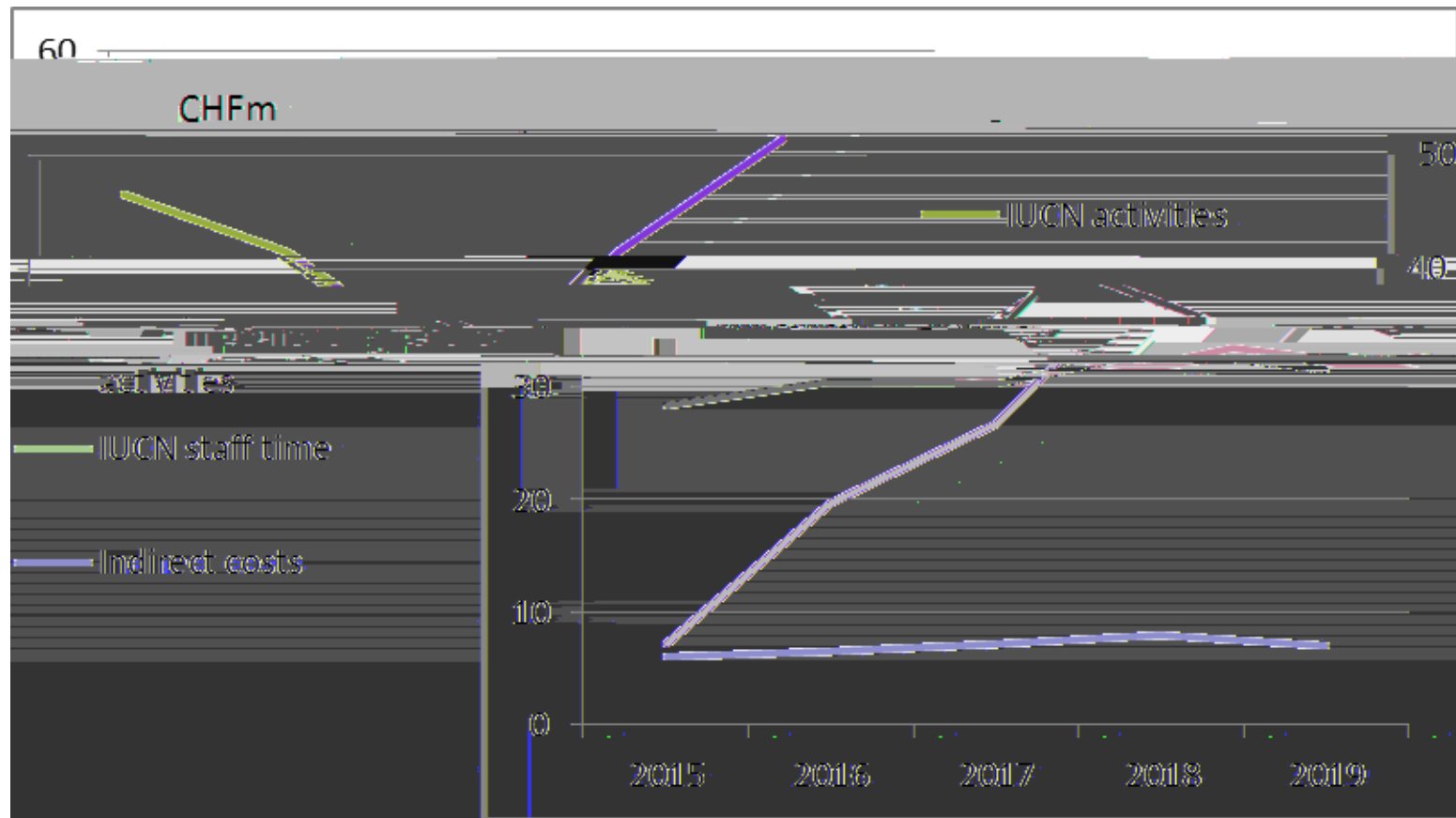
ALL FRAMEWORK FUNDING SECURED UP TO 2020

Korea (+ 2 secondments + restricted funds)
France (+ 6 secondments + restricted funds)
Sweden (+ 30% increase)
Finland (signed in January 2018)
Switzerland (signed in December 2017)
Norway (2018-2020)
USA (annual basis . 2018 confirmed)

2018 High level meetings/visits to Finland, France, Sweden, Norway, USA, Korea, Switzerland

Patrons of Nature: CHF 750k secured in 2018
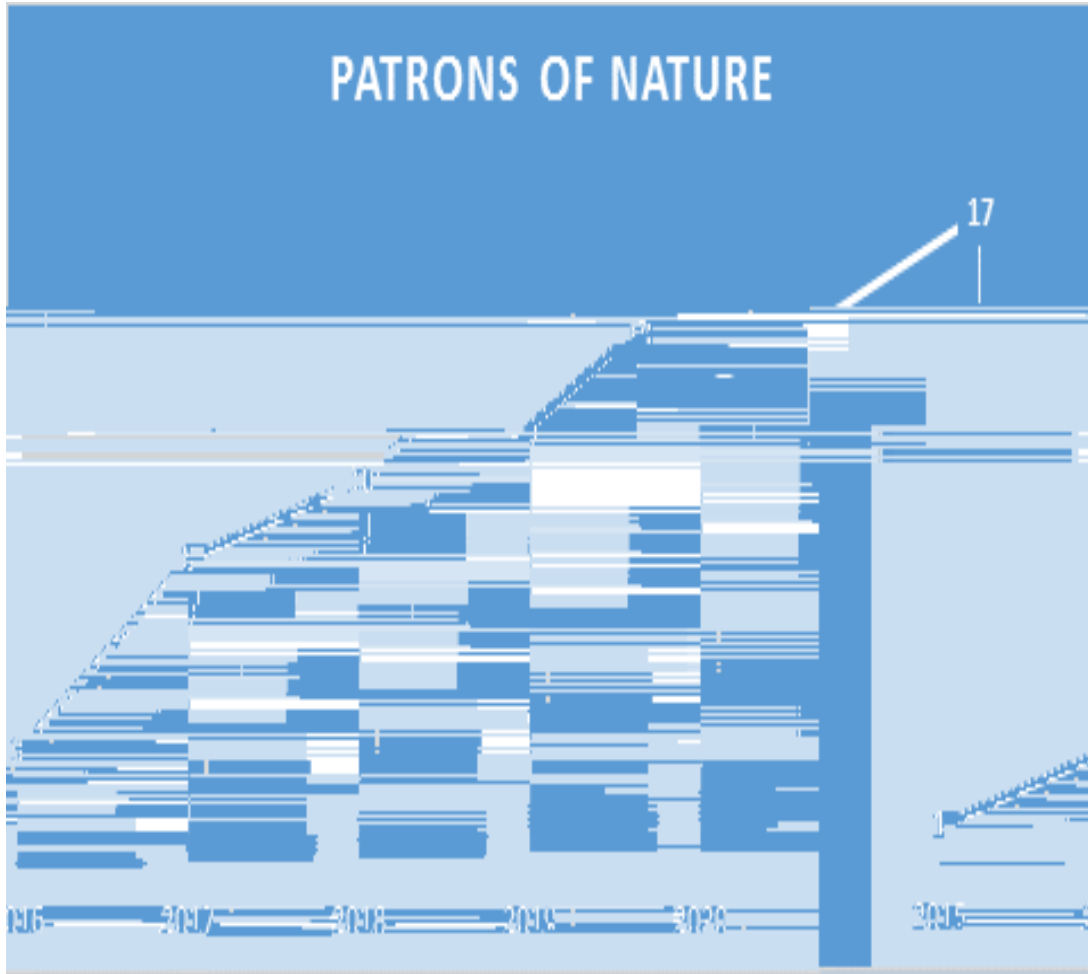
7. Secretariat Management

Launch of IGC Gender Responsive Assemblies toolkit (28 September, New York)

09/18

H.E. Jurg Lauber, Permanent Representative of Switzerland to the UN, Phumzile Mlambo-Ngcuka, Executive Director, UN Women, Martin Chungong, Secretary-General, Inter-Parliamentary Union and H.E. Pennelope Beckles, Permanent Representative of Trinidad & Tobago to the UN

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

Secretariat management

Welcoming Ramiro Batzin Chojoj, Guatemala

E␀e⎸nal E␀al␀a␀ion of A␀pec␀ of IUCNꞯ Governance

Professor Didier Cossin

˝   founder and director of IMD Global Board Center

˝   originator of the Four Pillars of Board Effectiveness methodology

˝   an advocate of Stewardship

˝   author and co-author of books, book chapters

9. Thematic Priorities/New Horizons

Thematic priorities/horizon areas: agriculture and food systems, climate change, oceans, urbanization and conflict , õ

2018 achievements
˝	Hawaii Commitments considered for the development of the draft Programme Construct
˝	First issue of Flagship on conflict
˝	Launch of global alliance for greener cities with the support from Arcadia

Ensuring relevance to the prevailing policy priorities post-2020. Building an organisation that õ

1. is equipped with a focused, impact-driven, measurable Programme architecture which is relevant to the global conversation;

2. is reunited with its Members in the delivery of high-value, high-impact, programmatically-coherent projects and leverages Commission-generated data and knowledge;

3. recognizes, deploys and challenges its membership across the full spectrum of its unique Government-IP-civil society heritage while, at the same time, seeks, secures and treasures its IO status;

4. generates sharp analytics and essential data to influence policy processes, shape global ideas and impact the construction of the 2020-2030 decade, demonstrating its relevance to donors, partners and members at all times on all fronts;

5. embraces a culture of accountability, efficiency and good governance at all levels where decision-making is informed on risk.
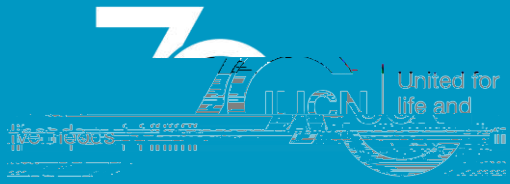
**95th Meeting of the IUCN Council,
Jeju (Republic of Korea), 6-8 October 2018**

THE FOUR PILLARS OF BOARD EFFECTIVENESS

Corporate events in the last decade have made it clear that boards can fail. Failure has come in various disguises: failure to manage risks, to proactively contribute to firm strategy, to identify the 'right' team, and in some cases, to deal with integrity issues and possibly outright fraud. It is also clear that we need better governance at all levels. The latter calls for increasing board effectiveness. In this article, we aim at distilling the different factors that contribute to board effectiveness. We locate those factors in four pillars.

BY PROF. DR. DIDIER COSSIN AND IMD RESEARCH FELLOW JOSE CABALLERO

The first pillar is people and builds on their quality, focus and dedication.

Boards could be composed by high-quality individuals, who are outstanding in their respective fields; for example, CEOs, academics, government officials, etc. And yet, they could lack the necessary knowledge to perform their tasks as members of a specific board. The case of JP Morgan's 2012 loss and its use of a complex trading system (the credit default swap CDX.NA.IG.9 index) illustrate this point. JP Morgan incurred a loss of several billions of dollars as it overlooked the warnings about the risks involved in the trading system. It later emerged that none of the three directors on the board's risk-policy committee had worked as a banker or had any experience in Wall Street in the past 25 years, and that one of them was a museum director (it is also interesting to note that in 2012, in the midst of the unsuccessful attempt to purchase assets from Lloyds Banking Group, it came to light that the Ci(the crctCuÑ

for innovation. Poorly managed diversity, however, can be disruptive as communication

A typical checklist for self assessment on the first pillar could include the following

Here is a first checklist to reflect on the information pillar:

1. Do I know and track intimately business and its key value drivers?
2. Am I well informed of competitive trends, regulatory changes, technological changes, stakeholder evolution?
3. Do I have enough information independent from management available for my judgment?
4. What informal processes of information do I have?
5. How involved was I in designing the information architecture? How involved were my fellow board members?

Structures and processes constitute our third pillar.

In terms of structures, the composition of the board contributes to effectiveness. Structures are evolving greatly as governance become more sophisticated. As mentioned previously, well-managed board diversity of opinion, experience, personality and genre greatly impact effectiveness. The independence of board members is also crucial. But so is their structured access to the right individuals. For example, in some organization, the chief risk officer has a dotted reporting line to the chairman of the risk committee, or to the chairman of the board. In addition, the effective function and the necessary number of board committees are to be taken into account as is the size of the board. It is, in short, fundamental for the board to regularly benchmark its current composition and structures against the ideal situation and to act on any divergence. Innovative examples include HSBC's committees on Financial System Vulnerabilities and Conduct & Values, that tackle two primary strategic goals in the new world of banking.

In terms of processes, there are many processes beyond the straight running of the board: evaluation processes, the strategy process, the risk process, the board education process, the CEO and key managers succession processes, the regulatory process, etc. For example, the board strategy process plays a significant role in increasing effectiveness. The board strategic involvement occurs along three dimensions: co-creation, supervision and support (for more details, see our article How Strategic Is Your Board?). Good processes will enrich the three dimensions. Typically, regular meetings will complement retreats. External presentations will complete internal ones. And focused, decision-oriented meetings will complement long term understanding of the industry and business from a strategic perspective. And such process elaborates on various aspects. It strengthens firm strategy by

is also a critical process. A successful succession planning, whether based on 'horse race' or search, internal or external, aims at the transparency of selection, the quality of the on-bo"ﬞᵭᵭ

Professor Cossin is the director of IMD Global Board Center. He works with senior leaders, executive committees and boards to provide the latest thinking on best-in-class governance, risk and opportunity optimization, investment selection and strategy design.

He favors an adaptive and interactive approach to finding dis-

Programme 2021-2024: Draft construct

95th Council

Building the 2021-24 Programme: Recalling the 2017-2020 construct

P   : 3

- Valuing and conserving nature is the heartland of IUCN.

- Nature-based solutions can provide answers to the pressing challenges of our times at scale.

- Delivering on IUCN's mission is fundamentally an ethical engagement.

HOW: How does IUCN contribute to each Priority Action through its Strategic Objectives for 2024?

H : Each of the priority actions must address 4 cross-cutting themes

Planetary health	Blue Futures	Lands of Opportunity	Inclusion and Justice

Climate Change

Technology, Data & Innovation

Gender Equality and Women's Empowerment

Access to Finance and Financial Sustainability

Programme 2021-2024 development: Timeline

Oct 2018 Council discusses Programme and WCC construct (this document)

Oct 2018 Themes of WCC announced

Oct-Dec 2018 initial consultation of Members (PMER)

Jan-Mar 2019 Drafting of Programme

April 2019 Council reviews draft Programme

May-Aug 2019 Regional Conservation Fora

May-Aug 2019 Consultation of Members

October 2019 Council informed of feedback on Programme

Oct 2019-**Jan** 2020 Drafting of final version of Programme

February 2020 Council approves Programme

March 2020 Programme posted online

2018

2019

2020

Which mode of consultation to choose?

Digitally decentralized

Mediated by Regional and National Committees and national focal points
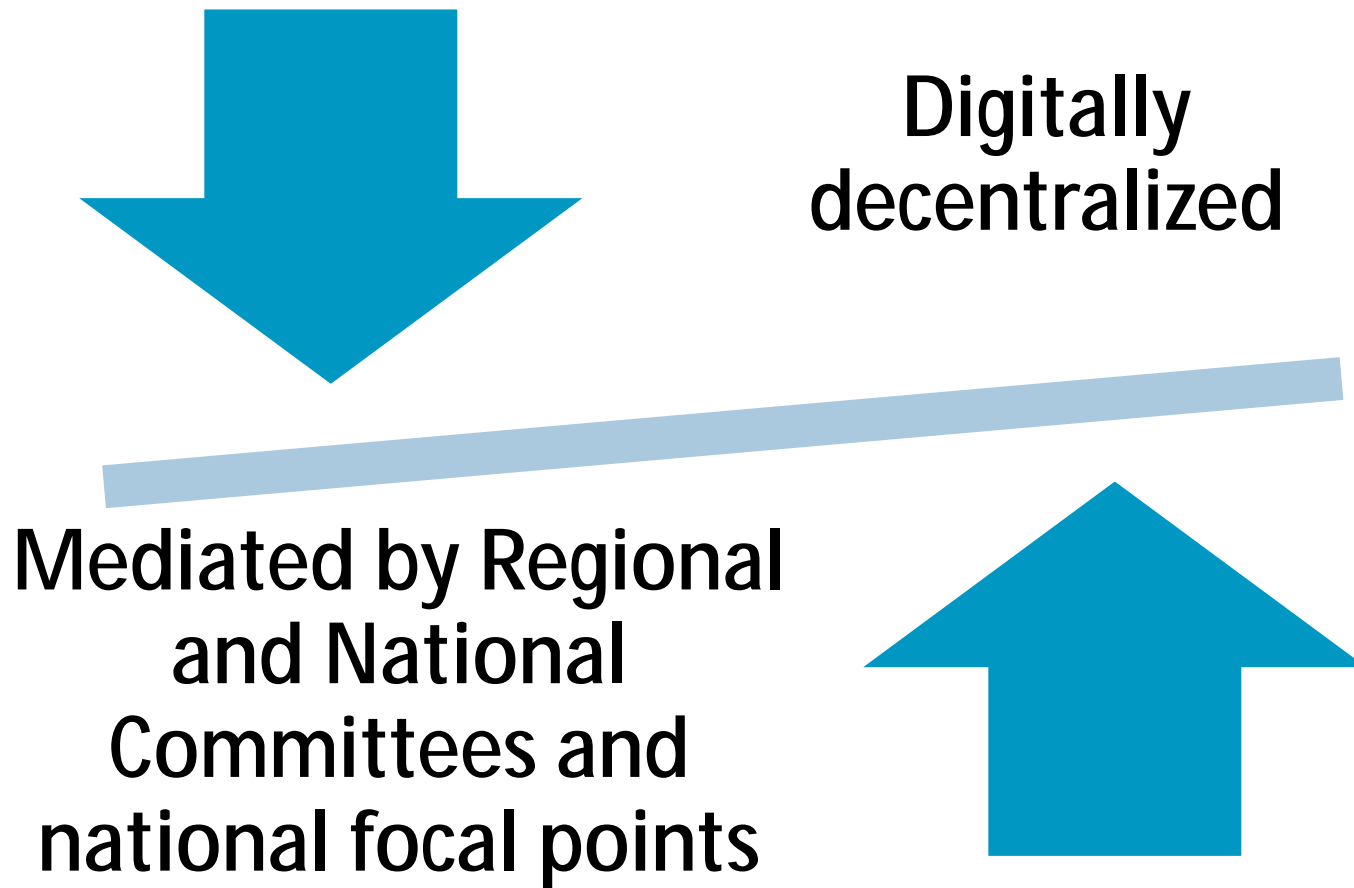
IUCN World Conservation Congress 2020

Agenda item 5.2 Theme(s) of the 2020 World Conservation Congress

Help shape the 2020-2030 decade for

P   /C   : a unified approach

Programme 2021-2024	Forum	Exhibit space	Members' Assembly
• Global Priority Actions	• Events organised around main themes aligned with the emerging Programme 2021-2024	• Villages, organised around main themes aligned with the emerging Programme 2021-2024	• Possible grouping of Motion process around the themes* • Strategic discussions, e.g. (a) Scan the horizon 2030, and/or 2050 beyond the 2021-24 Programme; (b) strategic principles for WCC; (c) cross cutting issues
	• Congress as the first step in the implementation of the 2021-2024 Programme		

* Members invited to align Motions, to the extent possible and as needed, given existing body of Resolutions/Recommendations as well as other relevant considerations, in particular the 2015 reform of the motions process.

F   : an "agora" to discuss the programme

Objectives	Key features	Outcomes
• Showcase IUCN's activities and achievements • Mobilize the Union... <u>and beyond</u> • Inform the 2021-2024 Programme and the Members' Assembly • Scan the horizon beyond the IUCN Programme (eg 2030; 2050)	• 500+ events (high level dialogues, workshops, posters, etc.) • Structured around the 2021-2024 programme themes • Platform for commitments by other stakeholders (local and regional authorities, business, ...)	• Greater focus for upcoming programme activities • Programmatic motions discussed • Tangible commitments by business and local/regional authorities

V___: an integrated thematic space

Key players

Members

Commissions

Secretariat

Partners

Business

Key features
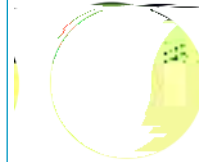
 pavilions of different sizes

 central stage for social / high profile events

 gender responsive

networking areas

internet corners

 food court

 relaxation areas

Outcomes

 Solutions for implementing 2021-2024 Programme

 Solutions for implementing Motions

 Exchange of best practice, lessons learned, tools, ideas

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

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

#	Target description			2017 AR	2019 WP
Programme Area 1. Valuing and conserving nature					
1	The IUCN Red L				

Programme Area 1. Valuing and conserving nature

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

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

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

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

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

Expected status by end 2019: On track. In 2018, IUCN influenced key global policy processes for better integration of nature for sustainable development including the CBD,

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

SR 2.1 -

In 2019, IUCN will continue supporting **transboundary water governance** in Central America, Eastern and Southern Africa and West and Central Africa. IUCN will provide more training in water management in four new basins. IUCN will also continue to support the on-going process for adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea,

including new additions from Cameroon and Chad. IUCN also supported the establishment of one Municipality Conservation Area in Ecuador and the identification of 4,000 ha for protection as part of this designation.

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

PART I: THE WORK PLAN FOR 2019

The 2019 Work Plan corresponds to the provisions of Strategic Planning and Reporting Framework Annex 4 to Council decision C/88/7. It contains evidence of progress against the approved IUCN Programme 2017-2020 Targets as well as the SDGs and Aichi Targets.

1. Introduction

Part I contains the IUCN Work Plan for 2019, the third year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas: Valuing and conserving nature; Promoting and supporting effective and equitable governance of natural resources; and Deploying nature-based solutions to address societal challenges.

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

There has been significant progress on improving and further developing the Programme and Project Portal. The Portal was developed to provide an online, centralized information system as the primary source of all project related information. In 2018, the Portal was used for the mid-year and 2019 budgeting exercises.

In 2018,

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

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

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

	2017	2018	2019	Change
Number of projects	131	143	136	-5%
Average duration (yrs)	2.45	2.60	3.01	16%
		2.53	3.00	19%
		1.20	2.55	113%

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

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

2.3 IUCN and the Sustainable Development Goals

2.5

Table 10: Distribution of sub-results and targets in the IUCN Programme 2017-2020

Programme Area	Sub-results	Targets
PA1: Valuing and conserving nature	SR 1.1 - Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated	1 - Red List species assessments 2- Red List of Ecosystems 3 - Protected Planet/ Green List 4 - KBAs 5 - Knowledge on valuing and conserving nature
	SR 1.2– Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated	6 - MEA implementation 7 - Illegal wildlife trafficking 8 - Standards, safeguards, NC metrics
	SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures.	9 - Conservation actions 10 - Protected area networks 11 - Invasive Alien Species eradication 12 - #natureforall
PA2: Promoting and supporting effective and equitable governance of natural resources	SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.	13 - NRGF and tools 14 - NRG assessments 15 - Community-led NRG
	SR 2.2 - Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.	16 - Rights-based approaches¨ 17 - Inclusion and participation 18 - Rule of law
	SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.	19 - Transboundary NRG 20 - High seas governance / Polar governance

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

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

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

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

Target 3

downloads), 2. *Tools for measuring, modelling, and valuing ecosystem services* (3,103 downloads),

Biodiversity Conservation. In preparation to the CBD CoP15 and post 2020 Targets, IUCN will set up a working group focused on Biodiversity related Science Based Targets. IUCN will collaborate with the United Nations Economic Commission for Europe (UNECE) in promoting the ratification of the Watercourse Convention. In addition, IUCN will continue to provide ongoing advice to CITES and the World Heritage Convention.

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

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

In 2018, **IUCN made good progress in the consolidation of a solid project portfolio contributing to species conservation** through a range of targeted actions, including a new call for proposals as part of SOS Lemurs where 16 of them were selected for funding. The Integrated Tiger Habitat Conservation Programme (ITHCP) continues monitoring a project portfolio of 12 projects. IUCN monitored and provided support to the 49 projects funded by BEST 2.0. Of the 49 projects, 9 came to a successful end having either completely or largely achieved their intended results and objectives. BEST 2.0 also selected 17 new projects representing a total amount of EUR 1.25 million and 12 new BEST-

In 2019, **BIOPAMA II**

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

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks

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

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

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

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

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

In 2018, **IUCN made good progress in documenting the assessment of natural resource governance systems.** IUCN completed six assessments for assessing governance diversity, quality and vitality of protected areas. Baseline assessments for Mt Elgon and AgoroAgu have been collected using the IUICN governance assessment tools. These baselines are providing key information to inform the review of the management plans for both landscapes. The tools used applied the NRGF principles. In Oceania, pilot countries are supported in trialling(unt)-1.117re f 72.4daed

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

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

The main risk identified under Target 15 are socio-cultural and technical. In Honduras, IUCN will coordinate a plan with local communities to ensure representative representation. To avoid territorial conflicts, IUCN will implement a strategy to foster permanent processes of facilitation and conflict resolution

<u>**SR 2.3**</u> - 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 2019: On track

Target 19 Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Transboundary hydro-diplomacy built	Evidence of progress in Mesoamerica, South America, Asia and Africa	Ongoing	Legal- political: Lack of political will or political instability and/or changes in political priorities affect achievement of the expected result.

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

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

Target 20

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

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

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

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

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 2019: Progress towards target but at an insufficient rate

Target 22 IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks

Target 23 – Nature based Solutions Standard - Expected status by end 2019: Progress towards

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

Target 26 Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted.

4.4 Communications

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

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

The GCU will refine and begin implementation of a communications strategy for the 2020 World Conservation Congress in Marseille. As the year progresses, this is likely to represent and increasing share of the Unit's workload. The WCC is a unique opportunity to enhance a **Union identity**

Part II: THE IUCN BUDGET FOR 2019

1. Summary

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

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

Figure 6: Income trends, CHFm

2017 saw a levelling off of project restricted income. Ho58.44 Tm din

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

2. Core income and expenditure

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

Table 12: Core income and expenditure

CHF m	2017 Actual	2018 Forecast	2019 Budget	2019 Plan
Membership dues (net of provisions)	11.4	11.4	11.5	13.0
Framework income	12.5	11.3	11.3	10.0
Other unrestricted income	5.8	6.3	6.5	6.0
Total core income	**29.7**	**29.0**	**29.3**	**29.0**
Cost recovery	37.4	41.2	38.5	39.0
Total income	**67.1**	**70.2**	**67.8**	**68.0**
Operating expenditure	65.5	69.6	68.3	
Other income and expenditure	0.5	0.6	0.6	
Total expenditure	**66.0**	**70.2**		

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

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

2.1 Core income

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

Table 13: Core income summary (CHF m)

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

2.2 Membership dues

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

Table 14: Membership dues (CHF m)

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

2.3 Framew.2

of the value of GCF projects. Approximately 50% of the agency fee is budgeted as core income where it is used to fund the GEF/GCF Coordination Unit and HQ services. The remaining 50% funds project development, monitoring and support costs incurred at the programme level and is included in the project restricted budget.

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

2.5 Operating expenditure

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

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

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

Table 16: Operating expenditure

CHF m	2017 Actual	%	2018 Forecas	%	2019	%

2.6 Other income and expenditure

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

Table 17: Other income and expenditure

2.7 Transfers to/(from) designated reserves

IUCN makes annual allocations from income to designated reserves to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2019 budget includes

a release from designated reserves of CHF 1.1m. This includes CHF 0.5m to cover expenditure related to Regional Conservation Fora (RCFs), CHF 0.2m to cover Congress 2020 preparation costs, CHF 0.1m to cover the External Review and CHF 0.2m to cover information systems investments. These amounts are combined with any additional budgetary allocations made in 2019.

Framework document

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

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

Figure 11: IUCN project portfolio

The total value of projects under implementation (C-projects) at the time of budget submissions that will continue into 2019 is CHF 349m, and the value of those at the proposal stage (B-projects) is CHF 346m. B projects are contracts under negotiation that are expected to be signed during the remaining months of 2018 and during 2019

Table 23: Forecast balance sheet

	2017 Actual	2018 Forecast	2019 Forecast
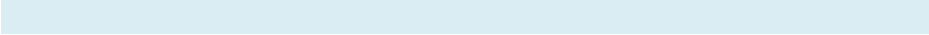
Figure 17: IUCN Reserves shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 20m by the end of 2019 as a result of the drawdown from designated reserves to fund the Regional Conservation Fora and Congress preparations. Achieving the level of reserves set out in the Financial Plan at the end of 2020 will be dependent on raising additional core income or on higher levels of cost recovery from projects. The long term reserves target set by Council is CHF 25m.

Figure 17: IUCN Reserves

Part III: Risks Inherent in the Work Plan and Budget 2019

The main risks for 2019 are:

Delays in project implementation

Risk Level: Tier 2 – High. Project expenditure is budgeted at CHF 125m, in line with the 2018 forecast of CHF 122m. However, this is significantly higher than the level of CHF 95m achieved in 2017. As core income declines IUCN becomes increasingly dependent on the project portfolio for the funding of staff costs and infrastructure costs. Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of infrastructure costs that can be recovered from the project portfolio, meaning a higher portion has to be funded from core income. A total of CHF 34m of project expenditure is budgeted to come from contracts not yet signed, which is higher than the 2018 level of CHF 24m. The risk of new projects not coming on line as budgeted is significant.

Risk response: The rates of project implementation and cost recovery will be monitored on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of signed project contracts to the extent possible. Conversion rates of projects under development will be monitored and a risk assessment performed before the end of 2018. If the level of conversions is low budget modifications will be considered.

Risk Owner: Global and Regional Directors

Implementation shortfalls for valuing and conserving nature

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

Risk response: The project portfolio will be reviewed in mid-2019 to12.1(a/4ni)3.2(t) /P 3.2(l)-9(l)3.2(b)-12(not)-1.3(t)-

Non-payment of membership dues

Risk Level: Tier 3 – Moderate. Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

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

Risk Owner: Global Director - Union Development Group

Exposure to foreign exchange fluctuations

Risk Level: Tier 4 – Low. Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2018 budget. In

Agenda item 8.1 – Report of the PPC

PPC agenda item 1 – IUCN Work Plan 2019 incl. the Commissions' Work Plans 2019 for submission to Council for approval

DRAFT COUNCIL DECISION

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

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

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

The IUCN Council, on the recommendation of the Programme and Policy Committee,

approves

PPC agenda item 2.3 –

PPC agenda item
8.1.   Africa Parks Congress
8.2.   Latin America Parks Congress

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Programme and Policy Committee,

welcomes the proposal for an Africa Protected Area Congress to take place in November 2019 and ***encourages*** all IUCN Members and Commissions to support this event to showcase innovation and further conservation in Africa.

Furthermore, ***welcomes*** the Third Latin America and the Caribbean Parks Congress, to take place in Lima, Peru, in March 2019 and ***encourages*** all Commissions and Regional Members to support this event to showcase innovation and further conservation in the Latin America and the Caribbean region.

IUCN 95TH COUNCIL MEETING
Report of the FAC

6-8 October 2018

Budget 2019

- 2019
  - Breakeven budget

  - Core income steady: CHF 29m

  - Project income - slight growth: CHF 125m

- 2018
  - Breakeven budget

  - CHF 29m

  - CHF 123m

Budget 2019

- Core income
  - 2019 budget: CHF 29m
  - All framework income secured with the exception of CHF 0.6m from the USA which is approved on a year to year basis
  - Continued growth in Patrons of Nature Programme
- Restricted (project) income
  - Healthy growth in project portfolio
  - 2019 budget: CHF 125m
  - 28% to come from projects in development – risk
  - Minimum amount budgeted for GCF due to uncertainties

Budget 2019

- Risks
  - Delays in project implementation
    - CHF 34.3m unsecured out of CHF 124.5m
    - High
  - Non-payment of membership dues
    - Moderate
  - Foreign exchange fluctuations
    - Low

Budget 2019

- Other points:
  - Framework income no longer considered a risk as all amounts confirmed with the exception of amount budgeted from USA: CHF 600k

  - Request from Bureau to include CHF 10k for 2 days of committee meetings at one of the 2019 Council meetings

Budget 2019

- The **FAC recommends** to Council to approve the 2019 Draft Budget as presented, subject to removal of the risk on framework funding, and requests the Director General to allocate funding within the budget for 2 days of committee meetings during one of the Council meetings to take place in 2019.

DRAFT COUNCIL DECISION

The IUCN Council, o*n the recommendation of* the Finance and Audit Committee,

approves the 2019 budget subject to removal of the risk on framework funding.

Results to date

Investment Update

- The CFO presented key statistics. The return on the investment for 2018 was -ve 1.2% due to rising global interest rates and increased market volatility.

- The FAC considered a proposal from the investment managers to increase the level of return.
  - The key change would be to increase the level of equity investments to 15%
  - Expected level of return would be 2.5%

Investment update

FAC considerations:

- Was this a good time to be moving into equities, noting that the market had had a good run and maybe close to its peak?

- Did IUCN have the capacity to absorb potential losses, noting

Investment udpate

FAC recommendation

- The FAC asked the CFO to check the accounting treatment of investment gains and losses and to discuss further with the Treasurer and the DG.

- Subject to advice from the Treasurer and the agreement of the DG, the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines.

Report from the Head of Oversight

Supplemental report on the fraud investigation in Regional Office for West Asia (ROWA)

- The FAC TOOK NOTE of the report of the HoO and noted that immediate corrective action had been undertaken and longer term mitigation measures were being put in place to the satisfaction of FAC.

- The FAC emphasized that important protocol and governance lessons can be learned from this case.

- Members spoke to the FAC terms of reference that places all strategic finance, audit and oversight matters within the FAC setting, and therefore pointed out that all matters of this nature be discussed in and by FAC.

Staff Rules

- Revised draft circulated to FAC in early September
- FAC teleconference held on 18 September
- Questions comments forwarded to Secretariat
- Revised draft circulated to FAC on 1 October

Staff Rules

- FAC review:
  - Document needs a good edit
  - Satisfied that appropriate consultation had taken place
    - Asked that an analysis of the input received and how it has been dealt with be provided
  - Agreed that para 3 of section 8.5 should be deleted
    - *"for Regional Director positions the Director General will seek input from the Council Members of the region concerned."*
  - as it blurred the line between and management and governance but encouraged that the current practice of consultation with regional councillors continues to take place

Staff Rules

<u>FAC recommendation</u>

- The Finance and Audit Committee *recommends* that Council **approves** the revised Staff Rules subject to:

  –

THANK YOU

95th meeting of the IUCN Council
6-8 October 2018
GOVERNANCE AND CONSTITUENCY COMMITTEE (GCC)

Meeting of Saturday 6 October 2018

<u>Report to Council</u>

(please click here to access all

On the recommendation of the Governance and Constituency Committee,

In response to Congress decision WCC-2016

A.2 This item was discussed under Agenda item 1.3 below

B.1 Modify the terminology of the Statutes to make it clear – and avoid any possible confusion

A proposal tabled during the 92nd Council meeting suggested to modify the terminology of the Statutes to make it clear – and avoid any possible confusion – that:

1) "Regional Councillors" have, in the first place, global responsibilities;
2) the Chairs of the Commissions are full members of the Council and
3) Article 62 of the Statutes applies to all Council members.

Following discussions, the working group made three proposals:

B3 – Revise and make more efficient the Commissions' membership renewal process at the beginning of each quadriennial

Statutes and Regulations enable Congress to review the number of Commissions and their mandate every four years. Members of IUCN as well as the Council may make proposals to Congress with regard to the mission and ToR of the Commissions.

A clear life-cycle to Commission membership has merits. Over time, the mandates of Commissions evolve and therefore the organisational structure of the working groups of the Commissions may change.

The four yearly cycle of Commission membership,

• facilitates data clean-up
• provides a diplomatic way to "retire" members who have not contributed to or participated in the work of the Commission
• allows new Groups and structures to be established in response to a changed Commission mandate.
• Allows for adjustments in the admission requirements (e.g. acceptance of Code of Conduct, Data Protection Policy).

Whilst the idea is that 4-yearly review is a good opportunity for Commissions, over the years there have been perceptions that process is cumbersome. The renewal process has been complicated with the Statutes not providing any clear guidance on the process, in terms of responsibility of renewal and the implications of time frames specified.

With the establishment of the Commission Support Unit within the Secretariat, work has begun on updating these processes which have been digitalized to improve time efficiency. It is anticipated that the process next time round will be much smoother, elegant, quicker and more respectful to Members.

A number of elements in the Statutes needed clarification, including Commission Chairs' duty to reappoint the Commission members within a specific period. Currently it is inferred that reappointment is a requirement and that it should happen within 3 months following the Congress. The Statutes/Regulations do not say what happens if such reappointment is not made within that period.

As a result, two proposed amendments to Regulations 72 and 75 have been made.

> The IUCN Council,
>
> *On the recommendation of* the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;
>
> 1. <u>Approves</u> in first reading the proposed amendments to Regulations 72 and 75 presented by the Chairs of the IUCN Commissions with the purpose of clarifying the process for the renewal of the membership of the Commissions; (**Annex ..**)
> 2. <u>Decides</u> to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes;

B.6.b The role of Commissions in National and Regional Committees

A proposal will be submitted for consideration at the 96th Council following consultation with Commission and National and Regional Committees, taking in to account that this issue does not have the same time sensitivity as the other. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects .

C.1.a Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30bis

At present, the Regulations provide three parallel "tracks" for proposing names for election as Commission Chair: Nominations by Members of IUCN, by Commission members and through the process of an ad hoc committee.

In November 2015, the Election Officer of the 2016 Congress provided guidance for the implementation of Regulation 30bis which was then applied for the first time, after having been adopted by Council in 2012. Specifically regarding this option and the establishment of the ad hoc committee, the Council 2012-16 recommended to the next Council that it adopts detailed procedure for the establishment of the Commission ad hoc

i. The Council invites IUCN Members from East Europe, North and Central Asia to submit nominations on the basis of the profile for Regional Councillors approved by Council in May 2015 and included in the call for nominations for the 2016 elections;
ii. The Vice-Presidents acting as Council's Nominating Committee validate the nominations put forward by IUCN Members;
iii. Council elects the Regional Councillor by (secret) electronic vote.

4. Requests the President immediately following the close of the 95th Council meeting to launch the process by issuing the call for nominations open for 30 days with the intention to fill the vacancy as soon as possible.

2.1 Update on IUCN Membership.

Evolution of IUCN Membership (data as of 05.10.2018)
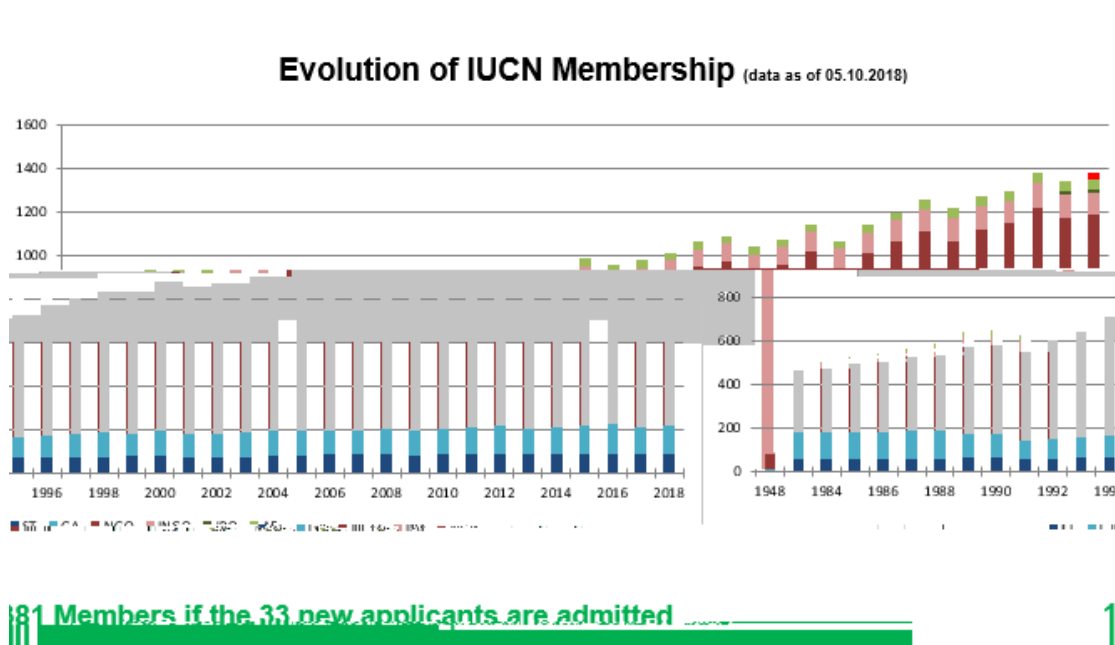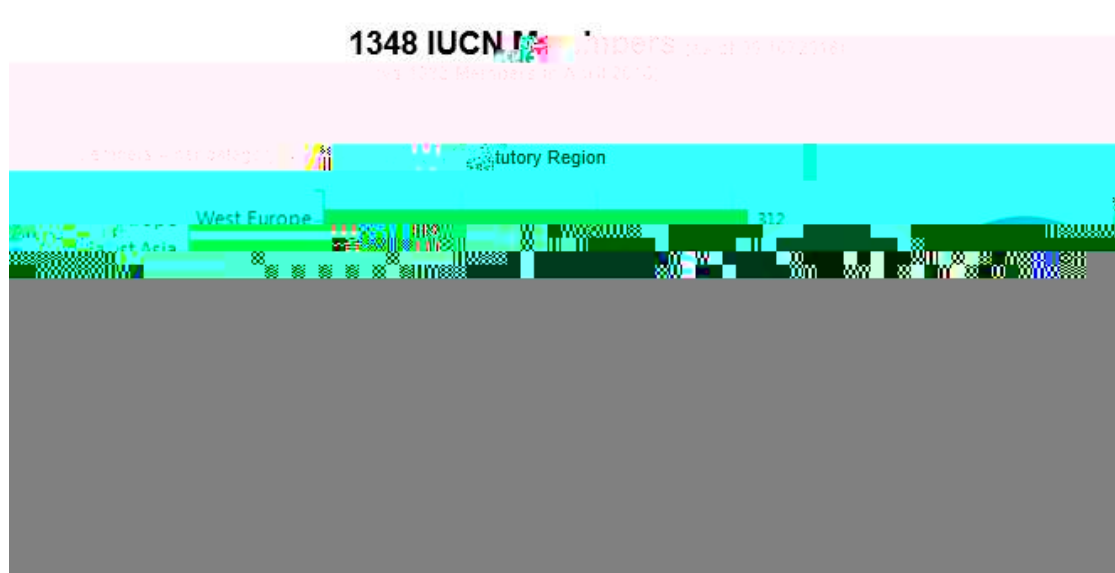
2.2 Presentation of Draft 1.0 of the membership Strategy

Following consultation with Council, LT, Secretariat colleagues and Members, a first draft membership strategy proposal was submitted to GCC for consideration in September 2018.

The 460 replies of the Member survey that took place between end 2017/beginning 2018 were analysed.

Results showed that valued elements of IUCN membership are:
        Contributing to Conservation

There was a brief discussion on the sponsorship for Members at Congress. Related to this, information on Sponsored delegates for the 2016 Congress and their rate of compliance with requirements was examined. The GCC noted that there was a high level of non-compliance by Sponsored Delegates in the Asia and Africa regions. Clarification was sought as to whether this would have an effect on the allocation of funds for the RCFs. Enrique confirmed that it would but he explained that how Regional Offices distribute the funds is up to them.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Endorses the eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund.

2.8 Membership dues

2.8.1 Progress report of the joint GCC/FAC working group (INF)

At the last meeting in May, it was agreed to establish a joint GCC/FAC working group on membership dues to analyse the current membership dues, taking into account the value members receive from their membership and Council's interest in maintaining diverse membership across regions and categories, and prepare a proposal for the 2021-2024 period that includes a financial analysis thereof, to be presented to the 2020 World Conservation Congress. Council's interest in retaining membership. This will include the review of membership dues for Indigenous peoples' organisations, zoos, smaller civil society organisations, etc.

GCC's representatives will be: Ali Kaka, Sixto Incháustegui, Jenny Gruenberger and Ramiro Bátzin. Confirmation of FAC representatives is awaited.

In addition, a letter was received from IPO Members on 29 September. This follows their letter dated end of July asking for a revision of membership dues for the IPO Members. The GCC/FAC membership dues Task Force will study these options and report to GCC at the 96th meeting.

The GCC Chair proposed that the joint working group present its Workplan based on the agreed TORs to the GCC Chair by 1 December and the Chair will present that to the GCC for approval by email thereafter. An interim report will be presented to the GCC/FAC at the 96th meeting and a final report to 97th meeting, 2019, with a proposal for the 2021-2024 Membership Dues for consideration by the 98th Council in 2020.
_____

2.8.2 Dues reassessment process for NGOs (INF)

The 2017-2020 Membership Dues Guide that was approved by the 2016 Congress includes a process to review membership dues for NGOs every four years.

- In 2016, the Secretariat suggested implementing a process whereby the dues of a Member would be **reassessed every four years**.
- The membership dues group assessed by the Secretariat would remain in place for the next four years. Members who do not provide the Secretariat with their financial particulars within a set period would be automatically **moved up to the next dues group**.
- This process described in the 2017-2020 Membership Dues Guide was **approved by the 2016 Congress.**
- The Process is underway and should conclude in 2019.
- No changes to dues (increase or decrease) will take place before 2020 invoicing and a letter will be sent to Members informing them.

To date, 308 financial reports have been received (out of 721 Members contacted). 100 reports have been analysed and results suggest that there would be a 157% increase income once the changes have been implemented. (CHF 114,679 to CHF 295,552)
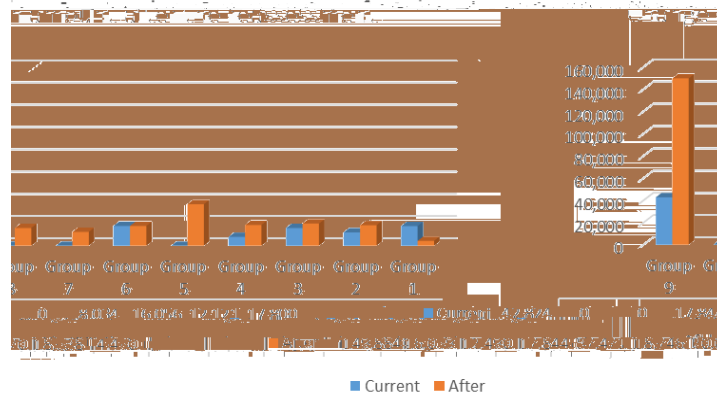
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2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 *(DIS/DEC)*

Update on the Members whose rights were rescinded by the 2016 Congress.

GCC were requested to make a decision on the 11 Members remaining on the 2016 rescission list. Note that these have remained Members of IUCN, while they should have been withdrawn on 10 September 2017.

The issue with State Members is that if they are withdrawn, there is nothing to stop them reapplying the next day, effectively allowing them to avoid paying their outstanding dues. It was a matter of concern to the GCC that this was possible and that it would sensible to consider a way of avoiding this in the future.

The Chair suggested that if members wished to look into this, it could be added to the list of Governance issues and taken to Bureau.

UDG agreed to circulate an update of the high level actions undertaken by Secretariat to keep Members as requested by Council. The decision on further action would be taken by email.

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

Under current wording of the Statutes, a number of International NGOs that are IUCN Members would fall into the National NGO category if they applied today. *(eg.; International Association of Fish and Wildlife Agencies, USA, admitted in 1989; National Geographic Society, USA, admitted in 2005; International Primate Protection League, USA, admitted in 1982; Rainforest Alliance, USA, admitted in 2008).*

Statutory requirements and interpretation of the Regulations (mainly Reg.6) have changed over the years. Regulation 6(c) of IUCN Statutes (amended at the 2012 World Conservation Congress, reads as follows:

"Any International non-governmental organisation seeking admission as a Member of IUCN shall, have a substantial record of activity in two or more States and out posted or country offices reporting back to Headquarters".

The legal interpretation is that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have its Headquarters and **two or more out posted countries offices reporting back to it**. Out posted staff based or hosted in partner organisations in other countries cannot be considered as out posted offices.
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2.10

It also recommended that the Congress Preparatory Committee be formed as soon as possible to enable the Secretariat to start the preparations of the 2019 Regional Conservation Fora and the 2020 Congress, considering that these criteria should be applied for both events.

The GCC meeting on 18 September 2018 unanimously agreed to discuss the President's request to consider the TORs for the CPC alongside those of other Council Committtees engaged in preparations for Congress, effectively setting aside this earlier recommendation.

The following questions were asked to GCC members during the call and GCC members were requested to provide their feedback by e-mail after the call.

> Should GAs be sponsored when they have no voting rights?
>
> Should a Member be active for several years before sponsoring? This would not adversely affect Indigenous Members since all have been Members for some time – they moved to the new category following its formation in 2016;
>
> Should NCRCs be informed of non-compliance?

Report of the Governance and Constituency Committee (GCC)

GCC Agenda

1. Revision to the motions process;

2. Statutory and governance reforms;

•

GCC Agenda

3. Membership Strategy;

4. A number of constituency issues including membership admissions;

5. Regional Conservation Forums;

6. Membership dues / rescission.

1. Presentation of draft 1.0 of the Membership Strategy

IUCN provides a global leadership role for nature conservation and sustainable development by:

Membership Survey

460 responses analysed

Valued elements of IUCN membership:

Contributing to Conservation
Access to scientific knowledge and data
IUCN as a learning platform

Delivery of these elements is satisfactory on the whole

But would like: **increased regional engagement with Members, networking opportunities, capacity building and communications.**

<u>Objective 1</u>: *Strategic engagement of Members.* *Ensure that Members actively participate and contribute to conservation by involving them in*

1) Moving beyond business as usual.
2) Difficulties around implementation, budgetary issues;
3) Effective use of networks;
4) How GCC/Council (and individual Councillors) can engage Members more effectively
5) Consideration of the type of Members the Union needs/wants
6) Planning for the future – 2030 end date
7) Criteria for assessing programme and projects
8) Finding a way of monitoring and reporting strategy success that includes disaggregating the types and groups IUCN engages with in the IUCN programme

Next steps

Secretariat to provide timeline to GCC by **31 October**

2. Members whose rights were rescinded by the 2016 Congress

Article 13 of IUCN Statutes state the following:

13. (a)   The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears. **If the dues of a Member are two years in arrears,**

Category	State	Total owed including 2017-2018	Dues pending up to and including	Status
States	Central African Republic	CHF 41,390.00	2013	Committed to pay soon – Asked extension until end.Oct. 18

3. Members whose rights will be rescinded by e-vote in 2018

105 Members whose rights may be rescinded by Members during e-vote scheduled at the end of 2018

(i.e. membership dues for 2016-2017 and beyond are outstanding)
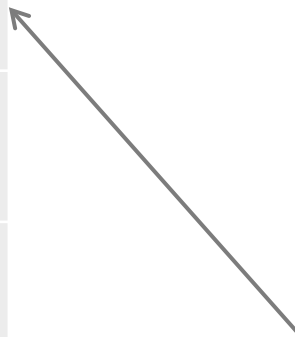
List available on Union Portal:
https://portals.iucn.org/union/node/19207

States	9
Gov. Agencies	19
National NGO	72
International NGO	1
Affiliates	4
Grand Total	**105**

States

Africa	Burundi
	Guinea Bissau
	Rwanda
	South Africa
	Uganda
Meso and South America	Ecuador
Oceania	Vanuatu
South and East Asia	India
	Lao People's Democratic Republic

Evolution of IUCN Membership (data as of 07.10.2018)
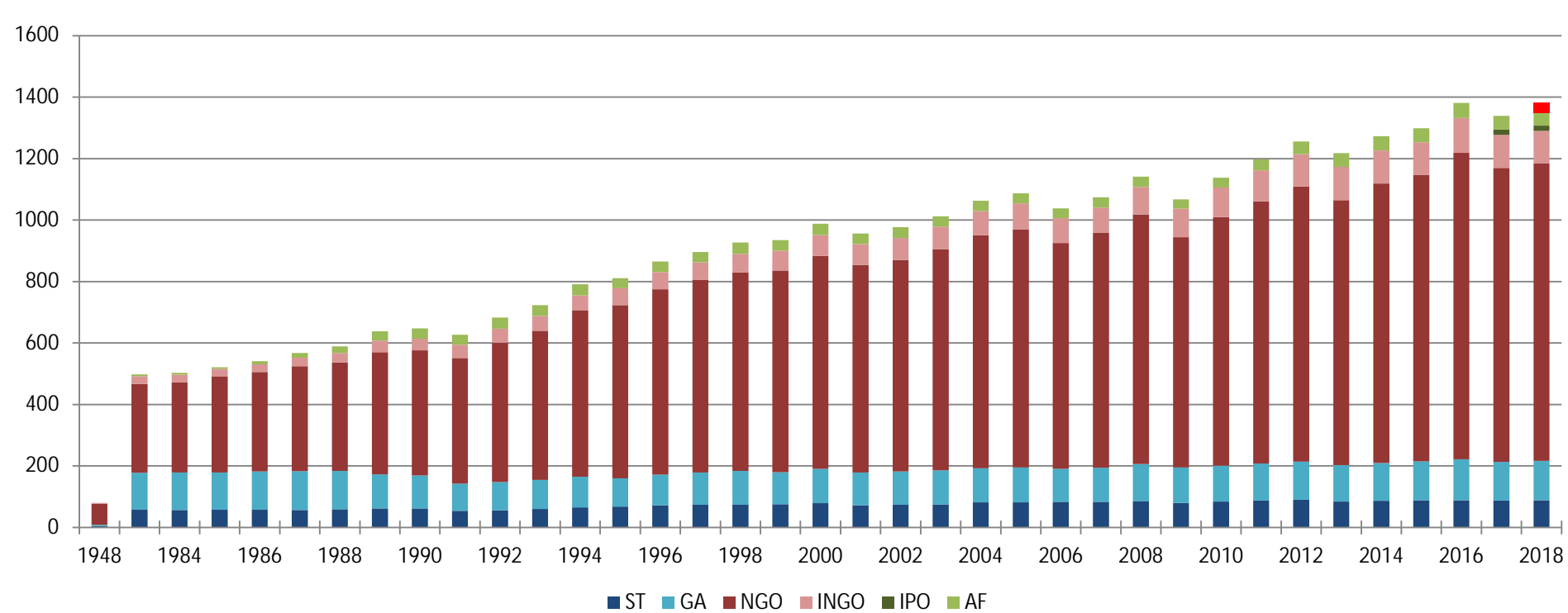
1376 Members as of today

Council proposals to update the motions process

Introduction

Decision WCC-2016-Dec-113 adopted by the IUCN World Conservation Congress 2016 in Hawai'i requested "the next IUCN Council to:

    create an opportunity for IUCN Members to provide feedback on the online discussion and electronic vote on the motions prior to Congress with the objective of improving the motions process for the future, and

    if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the 2ncil trocRules w

    I55.837 -1.152 T4.66.5(t)-6.6(ec)-2(t)-(h a)10.5(m)g8.9(s)-210.5<2093>] Tmlls1

For the purpose of providing IUCN Members with the total picture of all improvements to be made for the next motions process, the proposed amendments to the Rules of Procedure have been integrated in this table together with other actions which Council undertook to take.

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Cluster 1: Proposals to enhance consensus building	
Feedback from the 2016 Congress	**Council proposals**
1. **Empower the Congress Resolutions Committee to refer potentially divisive but non-urgent motions to a two-step process**	

The Oryx article suggests that the Congress Resolutions Committee
should have the authority to refer potentially divisive but non-urgent
motions, for which eventu002 Tw 1ch ev   entu002 Tw 1ch ev   e002 Tc e02

or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision

	contact groups to be approved by the Members' Assembly at the proposal of the Council.

3. **Present amendments first to the contact groups and only bring them to the plenary in exceptional circumstances**

The 2016 Congress Resolutions Committee suggested to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned. In practice, Members who do not wish or are not able to attend a contact group, present their amendments to the motion concerned during the plenary sitting that considers the text resulting from the deliberations of the Resolutions Committee and contact group. However, in Hawai'i, only one amendment to such a motion (Motion 065) was brought forward during the plenary sitting. As a result, the Resolutions Committee referred Motion 065 back to a contact group. As the contact group did not discuss the amendments to Motion 007, they were presented to the Resolutions Committee and subsequently to the plenary sitting of the Members' Assembly. Throughout the 2016 Members' Assembly, Members were encouraged to bring their amendments to the relevant contact group or, if they could not attend the contact group meeting(s), to ask another IUCN Member to table their amendments in the relevant contact group.

To increase the efficiency of the process with regard to amendments, the IUCN Council proposes to amend Rule 59 of the Rules of Procedure in order to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned, as follows:

Amend Rule 59 as follows:
Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.

In addition, this requirement shall also be included in the procedure and code of conduct for contact groups explaining that IUCN Members who can't attend a contact group meeting may either ask another IUCN Member to present their amendments in the contact group

parties.

Members' Assembly requests the support of the Members' Assembly to make every attempt to achieve the broadest possible support before each motion is put to the vote.

Amend Rule 54 as follows:

Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements:

(a) <u>related to content</u>:

[…]

v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1)

to require and guarantee the scientific independence of the work carried out by the Commissions and Secretariat under IUCN's technical role, thus protecting such work from partisan interference from any source. Most organizations have no such guarantees of independence. "As a science-based union that prides itself on evidence-based dialogue, convergence and consensus building, it is imperative that IUCN retains its hard-earned and critical technical and convening roles for long-term conservation outcomes and impacts."

and guarantee the scientific independence of the work carried out by the IUCN Commissions and the IUCN Secretariat. In line with the Oxford Dictionary, "undue influence" means the influence by which the Commissions or the Secretariat, in their scientific work, are induced to act otherwise than by upholding the highest standards.

Amend Article 3 (f) of the Statutes as follows:
(f) develops expert networks ~~and information systems~~ to support its Members and components;

Insert a new Article 3 (f) bis as follows:
(f) *bis* provides scientific information, assessments, analyses, publications, and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios;

- o Cat. B: 15.7 %.

In terms of comments made during the online discussion, 61% of comments originated from Cat. B and 31% from Cat. A. (Note, however, that 83% of IUCN's Members are in Cat. B)

15. **New rules to govern participation of Commission members and National and Regional Committees in contact groups (keep numbers of Commission members to a minimum / an assigned speaker).**

The 2016 Congress Resolutions Committee suggested that new rules

vote on amendments helped hugely."	as possible the way of voting through amendments in the Guidance for IUCN Members on electronic voting.

Cluster 6: Technical improvements and revised timeline of the motions process

Regulation 72:

The terms of appointment of Commission members, shall continue for ~~three~~ six months after the close of the ordinary session of the World Congress following their appointment, or until

Proposed amendment to Regulation 45*bis*

Current Regulation 45*bis*:

IUCN
Statutory

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

Recommendations of the Ethics Committee of Council regarding the Conflict of Interest Disclosure Form

Origin: Secretary to Council

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of its Ethics Committee,

1. <u>Adopts</u> the Conflict of Interest Disclosure Form (Annex 1);

2. <u>Adopts</u> the amendments to the Code of Conduct for IUCN Councillors pertaining to the disclosure of interests (Annex 2);

3. Requests